STRATEGIC PLAN
2016-2019

Ames Public Library: We connect you to the world of ideas.
OUR STRATEGIC PRIORITIES
2016 - 2019

Uniquely serving our community as a:

- Center for Information Access
- Hub of Community Connections
- Heart of Discovery and Creativity
- Place for Literacy and Lifelong Learning

Our Strategic Initiatives

- **Encourage Early Literacy Skill Development**
  by supporting families, childcare providers and educators

- **Ensure Excellent Customer Service**
  as our community needs evolve through continued investment in staff development and training

- **Strengthen Relationship with ISU Community**
  to provide mutually enriching opportunities

- **Engage Community Members**
  to connect as stakeholders

- **Curate Responsive Collections and Programs**
  that reflect the diversity of our community

- **Expand Promotion**
  to increase awareness of the Library and its benefits

- **Develop Welcoming and Accessible Destinations**
  to serve as a vibrant community space for all

- **Enhance Strategic Partnerships**
  to meet the unique needs of our community

- **Advance Digital Literacy**
  to enrich lives through technology

- **Expand Access to Library Services**
  through outreach, Bookmobile, and digital services
Ames Public Library’s Strategic Plan is designed to be interconnected. Each initiative connects to other initiatives and all support the four main priorities of the Library:

Be a Center for Information Access,
Hub of Community Connections,
Heart of Discovery and Creativity, and
Place for Literacy and Lifelong Learning.

When activities were identified for the ten initiatives, more interlocking and interconnectedness came to light. As tasks have been developed, an overall structure has arisen that is fundamental to all of the tasks. With this framework in place each activity will be able to be addressed in the same flexible, untethered, and nimble fashion that was a trademark of the success of the building project, staff re-organization, and technology implementation.

For each activity Library staff will:

- Create a specific goal that takes into consideration user experience and includes measurements of success
- Determine timeline completion
- Utilize appropriate information from Ames Public Library’s strategic planning public survey
- Benchmark and evaluate current practices
- Incorporate robust research of other libraries and similar entities, paying special attention to library trends
- Utilize staff experience from visits, webinars, vendor demonstrations, conference attendance, and research
- Utilize best practices related to diversity, inclusion, and multiculturalism
- Consider the return on investment of suggested items
- Explore and evaluate appropriate community partners
- Incorporate community feedback
- Evaluate available resources including staff, space, and budget
- Determine post-implementation sustainability including training, delegation of tasks, promotion, and marketing
- Plan evaluation
- Develop a tool for regular feedback
1. **ENCOURAGE EARLY LITERACY SKILL DEVELOPMENT**

A. **Support caregiver efforts to engage with children throughout early literacy skill development**
   - Maintain varied and robust program opportunities
   - Train staff and volunteers to utilize opportunities to model early literacy skill development
   - Explore creating an early literacy skill development page on the Library’s website
   - Offer and promote early literacy skill development databases and web-based resources
   - Develop early literacy skill development video resources for website and Channel 12
   - Explore use of social media to send regular early literacy tips and suggestions to caregivers

B. **Support early literacy through outreach connections with daycares and childcare centers**
   - Promote Project Smyles as the community’s premier early literacy skill development program
   - Identify and pursue funding opportunities
   - Develop and provide training targeted to preschool and daycare center providers
   - Create a flier/packet for caregivers promoting Ames Public Library and Project Smyles services

C. **Enhance community connections to promote early literacy to targeted populations**
   - Identify key partners
   - Identify partners’ needs
   - Identify best method for partnership
   - Identify targeted populations
   - Identify outreach opportunities to reach targeted populations
   - Develop comprehensive searchable, updated list of non-profit organizations and their contacts for internal use
   - Establish regular schedule of communication with key audiences and connectors
Develop best practices/core competencies for staff responsible for cultivating relationships with non-profit organizations
Explore opportunities for providing early literacy skill development training for targeted populations via community partners

D. **Implement Small Talk**
   - Secure funding opportunities
   - Hire coordinator, parent educator, and childcare coordinator
   - Create office space in Library for Small Talk program
   - Develop promotional materials
   - Purchase and maintain necessary equipment
   - Educate all staff with awareness and knowledge of program
   - Coordinate with key partners in the community to ensure compliance with grant requirements
   - Recruit participants
   - Recruit volunteers
   - Evaluate success and sustainability of program

E. **Create plan for dynamic literacy-related play opportunities**
   - Install interactive play wall
   - Research funding sources
   - Select, purchase, and install a variety of play equipment to spur conversation and play
   - Explore creation of rotating early literacy skill development spots throughout the Youth area
   - Update maintenance plan for play equipment to ensure cleanliness and safety
   - Develop a replacement plan for play equipment
   - Train staff to employ early literacy skill development techniques while engaging with Library customers
   - Develop promotional/educational materials to direct caregivers on the use of play equipment

2. **ENSURE EXCELLENT CUSTOMER SERVICE**
   
   **A. Assist customers in being successful and responsible Library users**
Identify barriers to service
Determine key areas of patron need throughout the Library and related to all services
Determine best method for relaying information to customers
Establish regular schedule of communication

B. Develop Core Competencies for staff
   - Review Core Competencies draft
   - Coordinate with intern on interviewing, development, training, and testing of Core Competencies
   - Schedule Core Competencies management retreat
   - Identify Core Competencies for each position by workgroup and ensure balance among workgroups
   - Ensure consistency among public service staff concerning Core Competencies
   - Identify pilot participants
   - Evaluate Core Competencies pilot participants
   - Develop manager specific Core Competencies
   - Develop feedback tool for staff
   - Roll out Core Competencies
   - Develop manager calendar for updating protocols and HR/personnel documents
   - Integrate Core Competencies into job descriptions
   - Ensure continuity/relationship between job descriptions, training, goal-setting, and performance evaluation
   - Create timeline for ongoing use

C. Expand staffing resources through internships, volunteers, and community partners
   - Identify appropriate pressing needs throughout the Library
   - Ensure appropriateness of task and duties
   - Utilize software solution to manage workflow requests
   - Determine consistent structure for working with interns, volunteers, and community partners on specified needs
   - Develop relationships with potential contacts/community connectors who can provide individuals to meet identified needs
   - Provide follow-up/feedback to participants
Solicit follow-up/feedback from participants

D. Develop external communication plan
   Form external communication team
   Create or update policy and procedures
   Explore available communication tools
   Design schedule for routine communications
   Design protocols for “last minute” updates and changes

E. Create comprehensive staff development plan
   Update Staff Orientation
   Explore innovative methods for staff recruitment
   Develop and implement staff survey tool and structure
   Coordinate plan for regular staff celebration/morale-building experiences and staff recognition
   Evaluate best practices for Manager Team to support staff development
   Coordinate plan for initial and ongoing training
   Develop plan for employee continuing education
   Revise plan for staff meetings
   Revise plan for staff professional involvement
   Develop plan for organizational professional involvement
   Evaluate process for handling long-term and unexpected leaves
   Develop contingency documentation to ensure continuity in the event of staff absence
   Identify opportunities to develop the ‘bench strength’ in each workgroup
   Develop succession planning processes
   Develop job description review plan
   Develop Library exit interview process
   Routinely evaluate staff resource allocation

F. Enhance readers advisory and reference services
   Evaluate existing resources, patron behavior, and statistics
   Track common questions
   Determine key areas of patron need
   Raise public awareness of Library as key community reference source
   Determine best methods of providing readers advisory and reference
Develop relationships with potential contacts/community connectors who can provide individuals to meet identified needs
Develop relationships with potential contacts within the community to ‘tell our story’ and refer their customers to us
Develop feedback tool
Archive individual and community transformations

G. Evaluate emerging technology and library trends
Read journals, articles, blogs, web sites to keep current on new products and services for libraries
Maintain awareness of technology trends in other industries with an eye to library implementation
Commit to sending one staff member to the Computers in Libraries conference each year
Send staff to ILA, ALA, and/or PLA conferences
Schedule webinars and free trial memberships with companies that offer new products/services to learn more about them
Contact libraries who are early-adopters of technologies that might fit Ames community needs
Actively search for possible grants for technology advancement
Determine appropriate time to introduce and remove technology

H. Increase use of self-service features
Establish baseline of self-service use
Determine key areas of goals throughout the Library and related to all services
Determine best method for relaying information to customers to increase usage
Establish regular schedule of promotion and communication

3. STRENGTHEN RELATIONSHIPS WITH ISU COMMUNITY
A. Explore opportunities to collaborate with Iowa State University Parks Library
Explore opportunities for remote book drop
Explore opportunities for collaboration on collections and programs
Explore opportunities for Ames Public Library card sign up at Parks Library
Explore opportunities for Bookmobile stops on campus
Explore opportunities for participating in special library-related events
Explore opportunities for joint staff development
Evaluate interlibrary loan service
Investigate opportunities for sharing resources

B. **Create infrastructure for robust internship program**
   - Develop mission statement for internship program
   - Identify Library needs
   - Develop budget and funding sources for internship program
   - Develop internal internship position proposal
   - Develop lines of supervision and mentoring for interns
   - Develop position descriptions
   - Develop posting process for recruitment
   - Develop promotional materials for recruitment
   - Identify and recruit partners
   - Develop interview questions and rating scales
   - Develop orientation and evaluation process
   - Identify appropriate work spaces and resources
   - Develop internal internship project proposal process
   - Evaluate pilot program

C. **Collaborate with Iowa State University departments, faculty, staff, and retirees**
   - Identify needs of Iowa State University departments, faculty, staff, and retirees
   - Identify specific faculty partners whose curriculum the Library can support
   - Explore opportunities for participating in special events
   - Identify grant opportunities
   - Identify opportunities to call upon expertise of faculty to further the Library’s mission
   - Develop contacts and relationships with faculty and staff to foster partnerships
D. Partner with Iowa State University students, classes, and organizations
   Determine needs of Iowa State University students, classes, and organizations
   Continue to seek opportunities to make the Library a welcoming space for students throughout the year
   Identify program collaboration opportunities
   Identify targeted volunteer opportunities
   Identify opportunities to call upon expertise of students and organizations to further the Library’s mission
   Make an organizational commitment for Library staff to participate in community conversations about service to ISU students

4. ENGAGE COMMUNITY MEMBERS

A. Evaluate Library’s use of social media
   Identify all Ames Public Library social media accounts, both active and inactive
   Create staff directory of logins and passwords for social media accounts
   Determine which current (or recently disabled) social media platforms to keep active
   Develop a public relations, programs, promotions, and marketing plan for social media
   Determine cost of enhanced services offered through social media platforms
   Design schedule for routine communications

B. Create robust and vibrant volunteer opportunities
   Develop spectrum of volunteer opportunities representing all skill levels
   Develop guidelines for volunteer job design and evaluation.
   Establish plan for regular review of compliance with volunteer job design and evaluation guidelines.
   Increase use of volunteer resources in programs
   Develop new guidelines and FAQ for new volunteer roles
   Expand learning opportunities for volunteers
   Expand staff awareness of volunteers
Raise awareness in the community of volunteer role in Library successes

C. **Provide public training to maximize use of Library resources**
   - Determine key areas of patron need throughout the Library and related to all services
   - Determine best method of training in each area
   - Develop Library interns as trainers
   - Identify partners to assist with training
   - Establish regular schedule of communication

D. **Develop process for soliciting ongoing community feedback**
   - Determine comprehensive feedback plan
   - Determine audiences based on strategic planning
   - Determine appropriate format based on each stated goal
   - Determine schedule of communication
   - Determine staff roles in facilitating and analyzing community feedback
   - Determine method for applying feedback to Library planning and operations

E. **Identify needs of multi-lingual community**
   - Analyze demographics based on GIS, census data, and community survey
   - Identify key community partners
   - Use feedback to identify best tools for reaching goals

F. **Identify needs of—and evaluate service to—targeted populations**
   - Create and continue to update list of target populations
   - Create internal database of Library services/collections/programs/referrals for targeted audiences
   - Identify community partners
   - Select one target population per quarter for thorough evaluation
   - Create surveys for target populations
   - Evaluate, create, and respond to program, service, and collection opportunities

G. **Explore ways to participate in and promote special community events**
   - Determine organizational goals regarding participation
Develop awareness of community calendar of events
Identify key community events
Develop planning checklist
Determine appropriate participation
Develop event request form for public use and Library decision-making
Evaluate effectiveness of participation

5. CURATE RESPONSIVE COLLECTIONS AND PROGRAMS

A. Evaluate targeted collections to meet library standards and community needs
   - Review Polaris reports
   - Review strategic plan survey results to determine targeted collections
   - Identify targeted collections as priorities
   - Develop standards for targeted collections
   - Maintain State Library of Iowa accreditation standards

B. Explore ways to improve access to e-resources
   - Explore vendor offerings and evaluate ease-of-use
   - Create easy-to-find and easy-to-identify links on web site
   - Research and utilize promotional tools created by vendors for libraries
   - Utilize website to highlight digital resources
   - Explore external communications means to push out and highlight e-resources
   - Incorporate e-resources into Library promotional efforts
   - Develop public training methods

C. Explore streaming services
   - Identify needs in Ames community
   - Investigate vendor options for streaming services
   - Demo possible products
   - Identify and secure funding
   - Develop public training methods

D. Develop local interest collections
   - Evaluate current use of Heritage Room
Review current local collections
Review Polaris functions to promote and track local interest collections
Review Farwell T. Brown Photographic Archive
Create local interest collection plan
Identify partners
Determine locations for collections

E. Explore lending non-traditional items
   Review current use of non-traditional items
   Identify sources of materials for purchase
   Develop circulation parameters
   Determine physical processing needs

F. Develop comprehensive infrastructure for programming
   Create programming team
   Revise existing program planning checklists, spreadsheets, and documents
   Determine guidelines and internal best practices for program planning
   Determine criteria for program evaluation and outcome measurements
   Identify existing tools for evaluating program outcomes and implement as needed
   Develop checklist for day-of programs
   Develop plan for internal and external communications and promotion
   Develop strategy for tracking community events for partnership opportunities and/or avoiding scheduling conflicts
   Develop strategy for tracking and tying into state and national library-wide promotions
   Develop process for archiving and sharing statistics, photos, and anecdotes
   Identify program funding needs

G. Cultivate program partners
   Audit current partners and their roles
   Identify key partners
   Identify partners’ needs
   Identify best method for partnership
   Identify role of partner
Develop comprehensive searchable, updated list of partner organizations and their contacts for internal use
Establish regular schedule of communication with key partners at planning stage
Develop best practices/core competencies for staff responsible for cultivating relationships with partners

H. Provide passive programming
   Identify appropriate physical and virtual spaces
   Create inventory of current resources
   Highlight Library services and programs
   Identify types of programs for implementation
   Identify best structure for programs
   Develop a schedule of program offerings

6. EXPAND PROMOTIONS

A. Develop a public relations, promotions, and marketing plan
   Determine scope of the plan
   Create promotions team
   Determine functionality of existing software to push notifications to customers
   Establish expectations for staff involvement in promotions
   Develop staff awareness regarding Library services, collections, programs, and promotions
   Provide staff training in promoting full range of Library offerings at point of need
   Research what other City of Ames departments are doing
   Create a roll-out plan and checklists for new and ongoing products, services, and events

B. Optimize special features and options of library software
   Review library software documentation to identify features and options not currently being used
   Consult with library software companies to discuss options, features, and proposed enhancements
   Investigate integrated content management system for Library’s website
Consult with peer libraries to see how they are optimizing similar software and features

C. **Promote website as a branch**
   - Review existing customer services available on website
   - Create full-service virtual library experience
   - Develop and implement comprehensive virtual branch promotion plan
   - Explore reference and readers advisory options through instant messaging and video chat
   - Develop web-specific video content
   - Explore podcasting programs
   - Explore content management system to integrate Library resources to meet customers’ needs and expectations of a modern website

D. **Utilize Bookmobile as a promotional tool**
   - Determine promotional opportunities specific to a mobile branch
   - Utilize social media
   - Develop process for requests for involvement in community events
   - Coordinate with City of Ames for participation in special events
   - Establish regular schedule of communication with key audiences and connectors
   - Raise staff awareness of Bookmobile events

E. **Evaluate location of materials and displays**
   - Develop inventory of display fixtures and furnishings within the Library
   - Identify use patterns
   - Track common questions regarding location
   - Identify and replicate areas of success
   - Determine promotions and graphics needs
   - Develop a schedule for shared Library display use
   - Coordinate displays with other promotional efforts
   - Develop strategy for tying into community, state, and national promotions
   - Establish calendar for displays
   - Determine strategy for tracking trends in material formats

F. **Create digital media content as a promotional tool**
   - Identify programs and services suited for digital promotion
Collaborate with City of Ames Cable TV Coordinator and interns to develop promotional plan
Develop guidelines, templates, and checklists for media production
Publish and promote content on website and social media

7. DEVELOP WELCOMING AND ACCESSIBLE DESTINATIONS

A. Update website
   - Develop mission statement for website as library branch
   - Establish timeline for website development
   - Create website team
   - Evaluate existing website
   - Establish baseline metrics for website usage
   - Ensure website is mobile friendly and ADA compliant
   - Explore potential vendors
   - Identify vendor and library partners
   - Determine staffing responsibilities for content management

B. Prioritize safety and security for public and staff
   - Develop charter for Safety Team
   - Maintain PIC structure through meetings and regular communication
   - Include safety and security protocols in orientation training checklist
   - Schedule annual safety and security training, drills and review of protocols
   - Develop security camera guidelines and protocols
   - Consult with City of Ames experts as appropriate

C. Promote Library staff as hosts
   - Create culture of staff as hosts
   - Connect to Excellence Through People Values
   - Conduct staff survey to establish baseline for engagement with hosting culture
   - Incorporate hosting expectations into staff and volunteer orientation, job descriptions, recruitment, orientation and evaluations
   - Expand staff training specific to public service
   - Develop roaming goals and guidelines
Establish process for sharing staff challenges and successes
Create incentives and recognition of outstanding customer engagement

D. Evaluate wayfinding and signage
   Identify staff responsibility for creating and deploying signage
   Create inventory of current wayfinding fixtures, signage, and building design
   Gather data by analyzing patron behavior and tracking regular directional questions
   Evaluate current use of digital displays for wayfinding
   Evaluate current Bookmobile signage systems
   Evaluate meeting room signage within rooms and on room reservation software
   Identify collections that are high priority
   Expand staff wayfinding responses into opportunities to connect with customers
   Incorporate wayfinding into roaming protocols
   Implement software to manage signage-related project requests
   Create protocol for staff requests for signage
   Install Library highway sign
   Maintain up-to-date internet map and phone directories information
   Explore exterior signage opportunities
   Determine storage spaces for special signs
   Evaluate shelving sequence in adult services
   Develop a map of Library with collection and historic details
   Develop editable template of map of Library for special events
   Explore use of color to distinguish collections on endcap signage
   Experiment with non-traditional signage

E. Explore art installations throughout facility
   Form Art Committee
   Develop Art Collection Policy
   Identify spaces for potential installations
   Acquire and install art pieces
   Develop process for rotating art installations
   Determine disposition of art from previous buildings
Develop written procedures for hanging art in personal and shared staff workspaces
Create promotion and celebration process for new art installations

F. **Evaluate meeting room equipment and support for community use**
   - Solicit staff feedback on process and use
   - Identify user needs
   - Evaluate hardware and software associated with booking rooms and in-room use
   - Review parameters for use
   - Review need for amenities and enhancements
   - Determine best method for staff and patron training on equipment
   - Standardize staff communication with customers
   - Utilize existing communication tools to connect with users

G. **Explore makerspace options for all ages**
   - Review current makerspace use and effectiveness
   - Review staff and community feedback
   - Identify user needs
   - Determine relevance to current and future programs and partners
   - Identify best method for partnerships
   - Research licensing of software
   - Determine scope of implementation
   - Determine best method for staff and patron training on equipment

H. **Take pride in physical appearance of the building**
   - Set guidelines, procedures, and policy for keeping the facility clean
   - Plan schedule for recurring maintenance and cleaning
   - Determine staff responsibility for maintaining personal workspace
   - Establish expectations for staff response to maintenance and custodial needs
   - Standardize access to cleaning supplies

I. **Evaluate hours of operation**
   - Review staff and public input
   - Review patron usage
J. **Explore options for noise mitigation and sound quality**
   - Identify areas of need
   - Determine whether noise is result of behavior or structural issues
   - Engage specialist to identify potential solutions
   - Determine feasibility of proposed solutions
   - Determine funding source
   - Implement selected noise mitigation plan
   - Evaluate implementation

K. **Work with Ames Public Library Friends Foundation (APLFF) to enhance Literary Grounds**
   - Solicit ideas and needs from APLFF Sales Committee
   - Investigate money handling procedures, including credit card acceptance
   - Explore opportunities for staff to assist in maintaining displays and shelf stock
   - Explore co-promotional opportunities
   - Develop process for including Literary Grounds sales at select Library programs

L. **Evaluate opportunities for green technology/activities**
   - Explore funding opportunities for implementing green technology and features
   - Annually review current green resources
   - Consult with the City Electric Department regarding potential projects and activities
   - Create and install signage that highlights green initiatives in the renewed building

8. **ENHANCE STRATEGIC PARTNERSHIPS**

A. **Enhance partnerships with local non-profit organizations**
   - Identify key partners
   - Identify partners’ needs
   - Identify best method for partnership
   - Develop comprehensive searchable, updated list of non-profit organizations and their contacts for internal use
Establish regular schedule of communication with key audiences and community connectors
Develop best practices/core competencies for staff responsible for cultivating relationships with non-profit organizations

B. Create infrastructure for interacting with for-profit entities
Identify key partners
Identify benefits to partners
Identify best method for partnership
Develop comprehensive searchable, updated list of for-profit organizations for internal use
Define ‘business-friendly’ library within a shared public resource
Establish regular schedule of communication with key audiences and community connectors
Develop best practices/core competencies for staff responsible for cultivating relationships with for-profit entities

C. Explore opportunities to collaborate with organizations serving seniors
Evaluate service in response to community needs as expressed in survey
Develop survey for activity directors and staff
Meet with activity directors and staff to evaluate current services, their needs, potential program opportunities
Explore Bookmobile service to organizations and facilities serving seniors
Evaluate, create, and respond to program opportunities with organizations and facilities serving seniors
Promote Library resources to organizations and facilities serving seniors
Investigate transportation barriers and options for seniors to access the Library
Allocate staff resources to participate in Seniors in Story and other organizations serving seniors

D. Collaborate with local schools
Evaluate Bookmobile stops at local schools
Meet with principals at current and proposed Bookmobile stops
Survey teachers and staff about their needs
Evaluate options for Bookmobile, Smyles, and Library staff at school events and programs
Evaluate, create and respond to program opportunities with the schools at the Library
Evaluate, create, and respond to program opportunities at the schools
Promote Educator Account
Collaborate with school administrators, teachers, teacher-librarians, student organizations, parent organizations, and students
Develop plan for promoting Library resources to educators, students, and families
Explore book returns in schools
Explore community-wide discussions about education issues
Partner with community organizations to serve schools
Allocate staff resources to participate in Ames Reads, Raising Readers in Story County, and Teacher-Librarian Meetings

E. Investigate Library card initiatives
   Identify potential partners for large scale issuing of cards
   Investigate Bookmobile as tool for Library card initiatives
   Participate in National Library Card Sign-Up Month
   Promote benefits of Library card
   Identify internal opportunities to promote Library card
   Explore registering new customers at events/through outreach

F. Examine funding resources provided by City of Ames, Story County, State of Iowa, Ames Public Library Friends Foundation, grants, and donations
   Develop a comprehensive inventory of current funding sources, timelines and requirements
   Develop process for ensuring that funders receive feedback regarding their investment
   Conduct a zero-based budget exercise
   Create a multi-year plan for funding requests
   Explore opportunities for collaborative approaches to funding
   Explore opportunities for grants
   Develop protocol for pursuing grants

G. Enhance City of Ames collaborations
Identify key partners
Identify benefits to partners
Identify best method for partnership
Develop calendar of recurring community events with City of Ames departments
Develop comprehensive searchable, updated list with names of contacts for regular Library needs
Use City Connect to fullest effect to foster collaboration
Establish regular schedule of communication with key audiences and community connectors
Establish standard protocol for interacting with peers in City of Ames

H. Enhance support and development of Library Board of Trustees
   Provide comprehensive orientation for new members of the Board
   Provide regular opportunities for Board education regarding duties and responsibilities, the library profession, and Ames Public Library programs and services
   Provide membership for Board members in professional organizations
   Provide opportunities for Board members to interact with trustees from other libraries
   Provide opportunities for Board members to attend local, state, regional, or national conferences

I. Identify funding priorities and activities with Ames Public Library Friends Foundation (APLFF)
   Develop protocol for submitting funding requests to APLFF
   Develop strategy for determining priorities for requests to APLFF
   Create timeline for developing annual request
   Enhance communication between staff and APLFF regarding activities
   Increase staff awareness of APLFF activities
   Promote APLFF support of programs and services
   Develop protocol for Teen Advisory Group funding requests and fundraising activities
   Ensure the APLFF Board receives feedback regarding their investment
9. ADVANCE DIGITAL LITERACY

A. Develop the Lab
   
   Identify user needs
   Review staff and community feedback
   Determine relevance to current/future programs and partners
   Determine sustainable level of service
   Research licensing of software
   Determine structural ability of existing space to support potential equipment
   Purchase necessary hardware and software
   Determine staff responsibility and budget for maintaining, updating, upgrading, and developing training materials
   Determine best method for training staff and patrons on equipment
   Develop guidelines for use of space and equipment

B. Analyze role in addressing the digital divide
   
   Identify barriers to service
   Determine underserved populations based on GIS and US Census data
   Determine best methods to meet goals
   Collaborate with schools
   Identify and pursue funding opportunities

C. Explore hardware and software offerings for public use
   
   Review current offerings and policies
   Evaluate use of current technology
   Review strategic plan survey results to determine community technology needs
   Explore funding options for adding new hardware and software
   Research licensing of software
   Determine staff responsibility and budget for maintaining, updating, upgrading, and developing training materials

D. Explore methods for improving digital literacy through technology training and resources
   
   Determine key areas of patron need throughout Library and related to all services
   Identify core areas of community information literacy needs
Determine best method for staff and patron training
Establish regular schedule of promotion

10. EXPAND ACCESS TO LIBRARY SERVICES

A. Evaluate Bookmobile Service to service area
   Evaluate statistics related to Bookmobile service
   Develop mission statement for Bookmobile service
   Utilize GIS to evaluate service area
   Establish service priorities
   Contact current partners
   Contact potential partners
   Work with City of Ames Electric and sites for power
   Work with City of Ames Public Works and sites for signage
   Implement new schedule
   Evaluate outcomes of new schedule
   Develop branding, signage, and promotion
   Explore programming options
   Develop schedule for recurring and special events
   Create plan for special events and create special event proposal form
   Evaluate additional services options

B. Investigate best practices for providing outreach to underserved populations
   Audit current services and programs
   Survey current participants
   Identify barriers to service
   Determine underserved populations based on GIS and US Census data
   Determine best methods to meet goals

C. Improve mobile access to resources
   Promote current mobile service
   Ensure website is mobile friendly and ADA compliant
   Set schedule for testing e-resources to ensure currency and accessibility
   Investigate new resources
AMES PUBLIC LIBRARY STRATEGIC PLAN TIMELINE

2016 Q1
- Implement Small Talk program. (1D)
- Create plan for dynamic literacy related play opportunities in the library. (1E)
- Evaluate Bookmobile service to service area. (10A)

2016 Q2
- Expand staffing resources through internships, volunteers, and community partners. (2C)
- Prioritize safety and security for public and staff. (7B)
- Explore options for noise mitigation and sound quality. (7J)
- Create digital media content as a promotional tool. (6F)

2016 Q3
- Create infrastructure for robust internship program. (3B)
- Explore streaming services. (5C)
- Explore art installations throughout facility. (7E)
- Take pride in physical appearance of the building. (7H)

2016 Q4
- Create robust and vibrant volunteer opportunities. (4B)
- Promote library staff as hosts. (7C)
- Identify funding priorities and activities with APLFF. (8I)

2017 Q1
- Explore opportunities to collaborate with Parks Library. (3A)
- Optimize special features and options of library software. (6B)
- Utilize Bookmobile as a promotional tool. (6D)
2017 Q2

- Enhance community connections to promote early literacy to targeted populations. (1C)
- Explore ways to participate in and promote special community events. (4G)
- Collaborate with local schools. (8D)

2017 Q3

- Support caregiver efforts to engage with children throughout early literacy skill development. (1A)
- Evaluate wayfinding and signage. (7D)
- Evaluate location of materials and displays. (6E)
- Examine funding resources provided by City of Ames, Story County, State of Iowa, APLFF, grants and donations. (8F)

2017 Q4

- Assist customers in being successful and responsible library users. (2A)
- Create comprehensive staff development plan. (2E)
- Evaluate targeted collections to meet library standards and community needs. (5A)
- Develop comprehensive infrastructure for programming. (5F)
- Explore ways to improve access to e-resources. (5B)
- Evaluate hours of operation. (7I)
- Evaluate meeting room equipment and support for community use. (7F)

2018 Q1

- Identify needs of multi-lingual community. (4E)
- Provide passive programming. (5H)
- Update website. (7A)
- Investigate best practices for providing outreach to underserved populations. (10B)
- Evaluate emerging technology and library trends. (2G)
- Enhance City of Ames collaborations. (8G)
- Explore lending non-traditional items. (5E)
2018 Q2
- Increase use of self-service features. (2H)
- Evaluate library's use of social media. (4A)
- Analyze role in addressing the digital divide. (9B)
- Work with APLFF to enhance Literary Grounds. (7K)

2018 Q3
- Develop local interest collections. (5D)
- Improve mobile access to resources. (10C)
- Support early literacy through outreach connections with daycares and childcare centers. (1B)
- Explore methods for improving digital literacy through technology training and resources. (9D)
- Explore makerspace options for all ages. (7G)
- Evaluate opportunities for green technology/activities (7L)

2018 Q4
- Develop process for soliciting ongoing community feedback. (4D)
- Investigate library card initiatives. (8E)
- Explore hardware and software offerings for public use. (9C)
- Explore opportunities to collaborate with organizations serving seniors. (8C)
- Enhance readers advisory and reference services. (2F)

2019 Q1
- Promote website as a branch. (6C)
- Develop core competencies for staff. (2B)
- Develop a public relations, promotions, and marketing plan. (6A)

2019 Q2
- Develop external communication plan. (2D)
- Develop the Lab. (9A)

2019 Q3
- Create infrastructure for interacting with for-profit entities. (8B)
On-going check-in each Q4

- Partner with Iowa State students, classes and organizations. (3D)
- Collaborate with Iowa State departments, faculty, staff, and retirees. (3C)
- Provide public training to maximize use of library resources. (4C)
- Cultivate program partners. (5G)
- Identify needs of and evaluate service to targeted populations. (4F)
- Enhance partnerships with local non-profit organizations. (8A)
- Enhance support and development of Library Board of Trustees (8H)

Ames Public Library’s Strategic Plan was kicked off in 2015 with a visit from a library futurist who set the stage of possibility at a series of public presentations. Numerous internal work sessions were held culminating in guided visioning with all staff, library trustees, and directors of APLFF. Community, Board, and staff involvement and input were crucial to the creation of an ambitious plan that would truly serve the community of Ames. A detailed community survey was distributed and made available online. Over 3,000 responses were received and analyzed. All input was reviewed by library management and incorporated in the creation of the 2016-2019 Strategic Plan.