



2025 to 2030 High-Level Strategic Plan

Adopted: **April 14, 2025**

MISSION

A gateway to discovery, lifelong learning, and a welcoming community for all.

VISION

A vibrant hub of knowledge and connection, empowering all with welcoming spaces, compassionate support, and transformative opportunities to learn and grow.

VALUES

Welcoming: Cultivating a warm and inviting environment.

Creativity: Embracing innovation to meet evolving needs.

Service: Supporting the community with meaningful and impactful offerings.

Knowledge: Empowering growth through learning and shared expertise.

Inclusivity: Ensuring everyone has a voice and a place to belong.

Westminster Public Library Strategic Overview



Areas	Goal	Key Potential Initiatives	Outcome
 Expanded Outreach	<p>Expand outreach through mobile services and increased emphasis on leveraging and building partnerships</p>	<ul style="list-style-type: none"> • Increase efforts and money on social services at the library • Expand mobile services to better reach key partners and underserved portions of the community. • Increase focus on City/PRL partnership and coordination • More focus and attention on key community partners 	<p>An increased number of residents experience library offerings through direct and indirect services</p>
 Enhanced Services & Resources	<p>Align the Library's physical and digital resources and make them easier to access and discover</p>	<ul style="list-style-type: none"> • Improve website for ease of use and better digital wayfinding • Make technology easier to use, and more accessible • Expand language programs and non-English collections • Expand programming and resources for special needs residents 	<p>Easily accessed resources and programs optimized for the community's needs</p>
 Improved Facilities	<p>Improve and update the library facilities to better align with current and future community needs</p>	<ul style="list-style-type: none"> • Evaluate building layouts and space offerings seeking to improve space flexibility and better align with current and future needs • Dedicate space for enclosed teen areas at both locations • Expand comfortable seating and space offerings • Add more technology, STEAM, and creative support areas 	<p>A library facility that serves the community better today and tomorrow</p>
 Increased Awareness	<p>Increase investment in marketing to enhance awareness through direct community communication and engagement.</p>	<ul style="list-style-type: none"> • Upgrade WPL branding • Seek to gain more control of the Library's social media presence • Increase marketing investment and boost internal capabilities • Build up advocacy and community support for increased financial and city support for the Library 	<p>A community more connected to and aware of what the Library offers</p>
 Organizational Development	<p>Increase investment in staffing to improve services, upgrade morale, and reduce turnover</p>	<ul style="list-style-type: none"> • Expand staff focusing on public services, programming, outreach, marketing, and partnership • Increase mental health support, especially for staff • Work on shifting more staff positions to full-time roles • Enhance staff training and professional development opportunities 	<p>A happier and more effective staff, better positioned to support the community</p>

Expanded Outreach

Expand outreach through mobile services and increased emphasis on leveraging and building partnerships

- Expand outreach efforts to connect more users to library services, with a focus on those residents with limited transportation or mobility and traditionally underserved and higher-need residents.
 - Fully staff and fund mobile services to more broadly enable outreach and maximize utilization of the Library's mobile services vehicle.
 - Leverage outreach to increase awareness of the Library, its resources, programs, and services, across the community so the Library is seen as a central and indispensable part of the community.
 - Expand partnerships to better reach and serve community residents.
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Outcomes: An increased number of residents experience library offerings through direct and indirect services

- Services are more easily accessed by users who cannot as easily access the current locations.
 - More residents are positively and consistently impacted by library services.
 - Overall awareness of library resources and services is increased, and it is better recognized as serving the entire City.
 - Service utilization across all categories increases and the user base expands to more residents, particularly among traditionally underserved and higher-need residents.
 - Community partners' engagement with the Library and expanded cooperative programs and services throughout the City increase.
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Potential Initiatives :

(These are not intended as a "To-Do" list, but simply of list of the top possible ideas developed on the day of the strategic retreat by the participants):

- Increase Investment and Efforts in Social Services through the Library
- Expand Outreach Through Expanded Staff and Engagement of Community Partners
- Expand Mobile Services
- Work More Closely with the Rest of the City/PRL- more Partnerships, Cross-promotions, etc.
- More Focus and Efforts on Key Community Partnership
- Strengthen partnerships with schools, neighboring libraries, FRCC, etc.
- Bibliographic Partnerships with Teachers

Align the Library's physical and digital resources and make them easier to access and discover

- Improve access to physical and digital resources through the Library's physical and digital platforms.
- Ensure all digital and physical pathways to library content, resources, and information are accessible to all, easy to find, and when possible available in other languages relevant to the community.
- Expand and elevate programming to reflect community needs and wants, emphasizing more multicultural, social connection-building, and technology-related programs.

Outcomes: Easily accessed resources and programs optimized for the community's needs

- Visits to the Library increase and those who come stay longer and utilize more physical & digital resources.
- Community attends and rates library programs as successful, impactful, and innovative.
- More residents are positively and consistently impacted by library services.
- Resource utilization across all categories increases, and community satisfaction with resources is improved.
- The community has increased satisfaction with (surveyed & anecdotal) and usage of library services.
- Increase/maintain the high level of community members attesting that the Library helps make Westminster a better place to live.

Potential Initiatives :

(These are not intended as a "To-Do" list, but simply of list of the top possible ideas developed on the day of the strategic retreat by the participants):

- Seek to Improve Website for Ease of Use and Digital Wayfinding
- Begin evaluation of a replacement ILS / Catalog system
- Make Technology Easier to Use, More Accessible, More Available
- Broaden Access to the Prospector Platform (Interlibrary Loans)
- Offer Tutors for Younger Students
- Expand Language Programs and Non-English Collections
- Offer Programs and Social Opportunities for adults and seniors
- Expand Cultural Programming and Engagement of Local Groups as Partners
- Provide More Technology Classes for Seniors
- Expand Programming and Resources for Those with Special Needs
- Provide Service Awareness to Those with Both Visible and Invisible Disabilities

Improve and update the library facilities to better align with current and future community needs

- Seek to upgrade the library facilities indoors and out, to better align the spaces to evolving community needs and improve the staff's ability to serve the community.
- Identify and prioritize facility needs and work with design professionals to develop options for addressing those needs through reallocations of spaces and/or expansion where needed and possible.
- Continue to evaluate additional service delivery options as the City grows and resident needs evolve.
- Emphasis should be on ensuring the entire facility exceeds ADA accessibility standards, increasing comfortable and cozy spaces and furniture, and improving how the building supports users and staff.

Outcomes: A library facility that serves the community better today and tomorrow

- The enhanced library facilities better connect more users to resources, technology, and services, positively impacting their lives.
- Resident satisfaction with the Library's spaces improves and it is a source of even greater community pride.
- Users experience a broader array of library services and resources and stay longer on average when they visit.
- The special needs of residents and those with physical limitations are better met by the library facilities.
- Teen and Tween usage of and satisfaction with the Library increases due to improved dedicated areas.
- The Library offers more creative and collaborative opportunities and expanded meeting and study spaces.
- Patrons attest to the library building being a key cornerstone of the community's infrastructure.
- Appropriately designed workspaces improve staff collaboration and productivity resulting in greater efficiency and staff satisfaction.

Potential Initiatives :

(These are not intended as a "To-Do" list, but simply of list of the top possible ideas developed on the day of the strategic retreat by the participants):

- Evaluate Building Layout, Improve Flexibility, Address Space Needs
- Dedicated Enclosed Teen Spaces
- More Collaboration on Space Across the City
- Expand Comfy, Social Spaces and Seating
- More STEAM, "Techy", and Creative Type Programs
- Improve All Indoor and Outdoor Signage
- Improve and Expand Outdoor Spaces at the Library
- Designated Area for Tweens
- Develop STEAM and/or Creative Resources and Possibly a Dedicated or Flex Space

Increased Awareness

Increase investment in marketing to enhance awareness through direct community communication and engagement.

- Increase the investment and staff focus on marketing and library awareness activities.
- Seek greater visibility of library marketing and social media channels to build more direct engagement with library users and non-users in the community.
- Upgrade the Library's branding and marketing technology platforms to improve the impact of library marketing efforts.
- Leverage engagement to increase volunteer and financial support from the community.

Outcomes: A community more connected to and aware of what the Library offers

- Overall awareness of library resources and services increases, and it is better recognized as serving the entire City.
- More residents are positively and consistently impacted by library services.
- Service utilization across all categories increases and the user base expands to more residents.
- There is an increase in community engagement with the Library through social media and in-person activities and events.
- Monetary donations to the Library increase, and general community support for robust library funding grows.

Potential Initiatives :

(These are not intended as a "To-Do" list, but simply of list of the top possible ideas developed on the day of the strategic retreat by the participants):

- Upgrade WPL's Branding
- Work to reactivate the Library's Social Media Presence
- Increase Investment in Marketing and Elevate Internal Marketing Capabilities
- Push for More Financial and Organizational Support for the Library
- Develop Some Kind of Regular Newsletter in a TBD Form
- Lower Barriers to Library Usage- Connect to Reluctant Users
- Better distinguish College Hill Library as a WPL entity versus a FRCC entity
- Develop an Expanded Advocacy Plan to Increase Private Funding Support for the Library
- Push for Separate Building Signage for the Library

Increase investment in staffing to improve services, upgrade morale, and reduce turnover

- Increase staffing, specifically in areas focused on public services, programming, outreach, marketing, and community partnerships.
- Expand staff support in terms of training, professional development, and mental health support.
- Seek to shift more part-time staff roles to full-time staff roles to reduce turnover and improve morale.
- Work with City HR to put a further emphasis on diversity within the staff to be a better reflection of the community being served and enable better community connections.

Outcomes: A happier and more effective staff, better positioned to support the community

- Sufficient staff to deliver the needed community services both inside and outside the Library.
- Overall library organization able to better support day-to-day work, empower staff to do their best work, and enable the highest level of effectiveness.
- Staff morale is improved, and turnover is reduced.
- Staff have access to training, professional development, and resources they need to thrive as WPL team members.
- The Library is seen as a friendly, welcoming place where library users see their service needs met.

Potential Initiatives :

(These are not intended as a “To-Do” list, but simply a list of the top possible ideas developed on strategic retreat day by the participants):

- Expand Staff, Public Service, Programming, marketing, and Partnership focused staff
- Expand Mental Health Support Especially for Staff
- Seek to Shift More Staff Positions to Full-Time Roles
- Expand Staff Training and Professional Development Opportunities
- Increase Staff Diversity
- Expand the Volunteer Base
- Job Postings- Make it Easier to Find Openings
- Expand the Language Skills of Staff through Hiring and Training Incentives
- Examine Open Hours to Optimize for Community and Align with Staffing Levels