



WESTMINSTER PUBLIC LIBRARY **MASTER PLAN**

2017-2021

*Soaring to
New Heights*

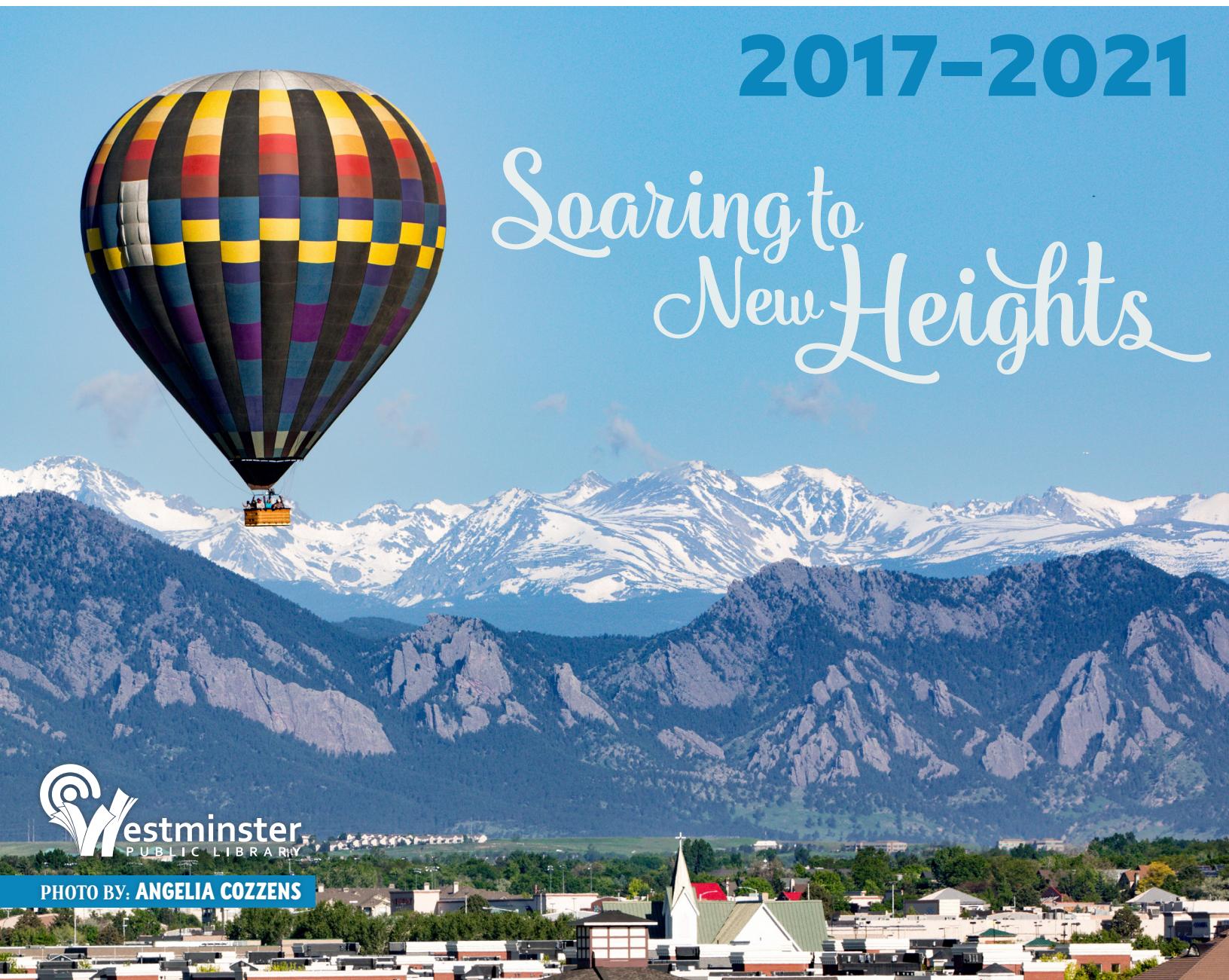


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Executive Summary

Vision

Library services platforms are changing; no longer merely repositories for information and materials, libraries are emerging as the heart and soul of cities and towns around the world.

Whether it is preparing a New American to attain citizenship, making literacy fun for an early reader, or simply providing a good book to download for a family road trip, libraries truly do have the power to transform lives. Since their inception, public libraries have served as inclusive places, open to all, with services offered at little or no charge. In fact, libraries continue to be the most trusted institutions in America according to a 2012 Pew Research Center survey. When they have had nowhere else to go, people have stepped into libraries and have changed the direction of their lives.

Today's library is evolving from a building of books to the community's living room where a premium is placed on experience, learning, and flexible space designed for multi-use purposes. To ensure that the Westminster Public Library (the Library) continues to be seen as a vibrant, relevant resource in the community and can respond to these and other trends, it is important to have a thoughtful, well-developed strategic Master Plan to provide guidance and direction.

The Westminster Library Master Plan 2017–2021 guide the Library Services Division's investments and strategies over the coming years, shaping the delivery of services in a manner that is consistent with the City's and Department's goal. The plan is intended as a general guideline and will be reviewed on a yearly basis for opportunities for revision as economic, social and community factors dictate. It will build on the successes of the 2007 Library Master Plan.

The plan supports the City's vision of "Westminster is the next Urban Center of the Colorado Front Range. It is a vibrant, inclusive, creative, and well-connected City. People choose Westminster because it is a dynamic community with distinct neighborhoods, quality educational opportunities, and a resilient local economy that includes: a spectrum of jobs; diverse, integrated housing; and shopping, cultural, entertainment, and restaurant options. It embraces the outdoors and is one of the most sustainable cities in America."

The plan also supports the City's mission of "Our job is to deliver exceptional value and quality of life through S-P-I-R-I-T (Service, Pride, Integrity, Responsibility, Innovation, Teamwork)."

Twenty-first century libraries must be nimble; they must be flexible and innovative with the ability to quickly respond to new challenges and new opportunities as City goals change and evolve. To that end, the master plan identifies five Library goals, with accompanying action items, to pursue over the coming years:

- Commitment to Literacy
- Commitment to Place
- Commitment to Partnerships
- Commitment to Engagement and Empowerment
- Commitment to Outreach

These goals and their recommendations will be discussed at length in this master plan and support the City's 2017 Strategic Plan Goals of "Vibrant, Inclusive and Engaged Community," and "Visionary Leadership, Effective Governance and Proactive Regional Collaboration."

History and Facilities

While library locations and services have continued to evolve into the twenty-first century, the core mission of the library has remained the same: connecting users with resources. Today's Westminster Public Library supports the cultural, informational, social, and intellectual needs of the Westminster community by offering a wide variety of resources, materials, and programs for youth, teens, and adults of all ages. The Library is a platform for learning, creativity, and innovation; it is a safe space for all with access to information, resources, knowledge, and recreation.

The Library consists of: College Hill Library, jointly operated with Front Range Community College; the Irving Street Library, a neighborhood branch located in the historic south Westminster area; the Online Westminster Library, a digital branch offering 24/7 services to the public; and a small satellite library station at the West View Recreation Center.

Notable Achievements

The Library enjoys a high approval rating among Westminster residents; in the 2016 Citizen Survey, 87% of respondents rated the quality of Library service as "very good" or "good" and the importance of the Library to Westminster as "essential" or "very important." The Library's programs and services are diverse and inclusive; one of the most popular is the Citizenship Preparation class. In 2015, more than three hundred people participated to prepare for Naturalization tests and interviews. This program, and others such as One-on-One Technology Help in English and Spanish, and Job Hunt Help, truly position the Library as a community resource center.

Library staff are dedicated and knowledgeable professionals. Each year, on average, the Library's shelvees, clerks, associates, librarians and supervisors serve almost half a million customers. Whether

it is hosting over 1,000 tours and programs for more than 27,000 children, or answering more than 75,000 reference questions, staff are the Library's most valuable resource.

In addition to programs, reference services, and resources, demand for computer use and access by the public continues to rise. In 2015, patrons logged 270,273 sessions on the Library's forty-eight computers for reasons such as catalog access, internet access, word processing, and social engagement. In addition, over 11,000 sessions were logged by youth on the Library's four Advanced Workstations in Education (AWE) early learning computers. The AWE computers are specifically designed to support early literacy goals by offering Science Technology Engineering Mathematics (STEM) and Science Technology Engineering Arts Mathematics (STEAM) content through more than seventy educational software programs for children aged two to twelve.

Planning Approach

In 2015, Council authorized the City to enter into a contract with Godfrey's Associates, Inc. with Humphries Poli Architects for the purpose of creating a Westminster Public Library Master Plan.

Godfrey's Associates, Inc. was selected from an RFP process specifically because of their significant expertise in library planning. They have worked with 360 libraries in 46 states and bring a combined total of 75 years of experience to planning projects.



Partnering with an external consultant provided expertise beyond current staff resources in citizen engagement, user group analyses, and community profiling. Godfrey's focused on community engagement, library trends, needs, facility assessment, and planning. They partnered with Humphries Poli Architect (HPA) and Buxton Company Market Segmentation for site evaluations, demographic and customer analytics, and economic development analysis.

Godfrey's completed their assessment in the spring of 2016 with a focus in nine areas:

- Public and Staff Engagement
- Market Analysis
- Existing Library Facilities
- Long-Term Facility Use Projections

- Operations and Management
- Future Facility Opportunities
- Budget
- Advocacy and Funding
- Prioritized List of Goals

Godfrey's final report contained a significant amount of data and suggestions. At the same time, Library leadership believed it was essential for staff to also work through the important questions of "What does the Westminster Public Library of tomorrow look like?" and "What are we doing well and what gaps exist in our current level of service?"

As part of such an internal reflection, staff and leadership reviewed Godfrey's assessment through the eyes of the 2014 report *Rising to the Challenge: Re-Envisioning Public Libraries*, from the Aspen Institute Dialogue on Public Libraries. This report is the result of a national conversation on the role of public libraries in the digital age and offers a related workbook: *Action Guide for Re-Envisioning Your Public Library*.

Westminster Public Library supervisors held numerous meetings with their teams, utilizing the *Action Guide*'s worksheets to have conversations around questions as varied as "Looking at your own library, how are you bringing new analytical understanding to disorganized and abundant streams of information for your community?" and "How can your library become more involved in supporting workforce development in your community?"

These conversations, together with data from Godfrey's assessment, created the narrative, goals, and recommendations that make up the Westminster Public Library Master Plan 2017-2021.

Goals

The 21st century goal of the Westminster Public Library is a skilled, knowledgeable community. The Library is an essential civic and cultural space, unlike any other entity. Though staff continue to track important statistics such as circulation numbers, door counts, computer usage, and program attendance, we are equally interested in outcomes. How are people changed by the Library?

The Library Master Plan highlights five goals or commitments to work towards as well as recommendations for the City Executive Leadership and the City Council to pursue in the Library for it to remain a vital, beloved institution in the community. The five goals are: Commitment to Literacy; Commitment to Place; Commitment to Partnerships; Commitment to Engagement and Empowerment; and Commitment to Outreach.

The cornerstone of the Library has always been Literacy, whether that is defined as the ability to read and write, or as having competence or knowledge in a specified area. Currently, the Library offers resources and classes in many different kinds of literacy: early; digital and technological; information; financial; health and wellness; teens and tweens; and adults. Yet there is more work to be done to further literacy success in Westminster and the surrounding communities.

The Library is committed to Place. ‘Place’ is a concept, an idea; the Library is a place that can meet many different needs. Place encompasses things like technology, materials, meeting spaces, and staff and volunteers. People are changing the ways they work, live and play. The Library is perfectly poised to offer collaborative spaces and resources that meet these needs.

The Library is also committed to Partnerships. With limited resources in terms of capital, staff, and capacity, it is critical that the Library maintains and grows partnerships. Enhancing and increasing regional and community partnerships will help to supplement those resources as well as help promote library services to new users. Westminster is located in multiple taxing jurisdictions, including the Jefferson County Library District.

Engagement and Empowerment is the Library’s fourth commitment or goal. 21st century libraries are providing a space in communities to explore and discuss important civic issues such as homelessness, immigration, education, inclusivity, innovation, and sustainability. The Library has the proven ability to bring people with different backgrounds together in one community space to share thoughts, concerns, and engage in healthy, meaningful dialogues. In addition, the Library provides many avenues for users to empower themselves in the areas of employment, learning, and self-actualization.

Outreach is the Library’s fifth goal. The Library has seen great success with new and enhanced initiatives such as school visits, Librarians on the Loose, pop-up programs, and participation in community events. The Library is re-inventing itself as a concept that exists outside four walls. By taking services and programs “on the road” and continuing to enhance already excellent in-house offerings, staff can have a greater impact on the community.

Financial Framework

In a 2014 article for Library Journal, architect Peter Gisolfi writes “Whether you build a new library or transform an existing one, do not build the best library of the previous century. Create an environment that facilitates new patterns of



interacting learning, accessing information and is sufficiently flexible to accommodate changes that inevitably will come.”

In order to position the Library as a relevant, flexible community resource, and to achieve the five goals discussed, the Westminster Public Library Master Plan 2017-2021 offers key recommendations for the City and Council to consider.

These recommendations are aligned with estimates of available funding so the Master Plan clearly lists which priorities will be implemented over the next five years with available funding and which priorities will require additional funding.

The Westminster Public Library is primarily funded through the City of Westminster’s General Fund for capital projects and operating expenses. Capital projects are those that represent a reinvestment into existing assets while operating expenses represent on-going costs such as personnel and materials. The Library represents 2.5% of the total expenditures in the General Fund and recovers 4.5% of its expenses through Library fines, fees and revenues.

2017 Adopted General Fund Expenditures	2017 Adopted Library Services Expenditures	2017 Adopted Library Services Revenues
\$117,949,285	\$3,040,732	\$130,000

Current funding for Westminster Libraries is provided solely through the City of Westminster’s citywide budget process in which citywide goals and needs are balanced with the City’s anticipated revenues. At the time this master plan is being written, the most recent approved budget process was for the 2017-2018 budget.

For further details on the Operating and Capital Improvement Program Budgets please see Chapter Two, Financial Framework.

Recommendations

To truly position the Library as a nimble and essential community center of resources, and to meet the five goals of Literacy, Place, Partnerships, Engagement and Empowerment, and Outreach, the master plan offers key recommendations.

These recommendations, which are discussed at length in each of the goal sections of the master plan, lie in the areas of future facilities, increased FTE, advocacy, and budget. They are categorized as Funded, Action, or Vision items. The current financial projections for the Library Funding are

conservative and many of the recommendations in this document cannot be implemented without additional financial resources. Several of the items listed in the Funded Category are currently relying on reallocations and reassessments of existing Library resources in order to be implemented.

Planned items are actions that can be completed during the life of this document and within current financial projections. No additional budget requests or outside funding sources are needed to complete the action. An example of a Planned item in the master plan is leadership's decision to repurpose a vacant Adult Services Librarian full-time equivalent (FTE) into a Youth and Family Services Librarian FTE who will be responsible for early literacy initiatives, school partnerships, and outreach to families in the Westminster community.

Phase 2 items are actions that cannot be completed within current funding projections, but if reasonable amounts of additional funding were to become available or reallocated could be completed. Not all Phase 2 items will be completed. An example of a desired Phase 2 item in the master plan is an increase to the e-materials budget. Demand for downloadable e-materials continues to outpace available resources.

Finally, **Phase 3** items are actions that cannot be completed without large infusions of outside money or items that are so low priority that they would only be completed after all of the Phase 2 items were funded. An example of a Phase 3 item in the master plan that cannot be completed without significant funding is joining Prospector, a union catalog of over forty academic, public and special libraries in Colorado and Wyoming. This shared resource would give patrons and staff access to more than 30 million books, journals, DVDs, CDs, videos, and other materials held in the Prospector member libraries.

Each recommended action was further assessed by Library staff in the context of eleven possible themes. Those themes are as follows:

- **Continue Service Offerings:** The item is necessary to continue services at current levels.
- **Expand Access to Services:** The item allows increased use of existing services by increasing capacity and availability.
- **Improves Existing Services:** The item improves Library services beyond what is currently offered.
- **Supports Section Goal:** The item directly supports the goal for the section of the master plan it is in.
- **Partnerships:** The item allows the library to leverage resources by taking advantage of partnerships with other organizations.
- **Business Case:** The item can be supported by a business case such as revenue generation, cost savings, or process efficiencies.
- **Timing Consideration:** The item takes advantage of time restricted opportunities; e.g., grants, partnerships, or sharing contracts.

- **Community:** The item contributes to the Library's role in serving as a community anchor and destination.
- **Awareness:** The item contributes to the branding and awareness of Library Services.
- **Supports Council Goal:** The item directly supports a stated Council goal.
- **Regional Destination:** Contributes to services and program offerings that make the Library a regional destination.

Recommendations for each goal are discussed in detail in the master plan.

Conclusion

21st century libraries are exciting, dynamic spaces that have something for everyone. As the most trusted institution in America, the public library is a place like no other. With a high rating from citizens and demonstrated excellence in service, the Westminster Public Library has a unique opportunity to truly become *the* community resource center.

The Westminster Public Library Master Plan 2017-2021 has five specific commitments to guide leadership and staff towards strategic, fiscally responsible decisions. At the same time, the master plan is very much intended to be a living, flexible document that is able to nimbly respond to changing City and Council goals.

The plan addresses three key questions:

- What are we doing well?
- Where do gaps in service exist?
- What does the public library of the future look like?

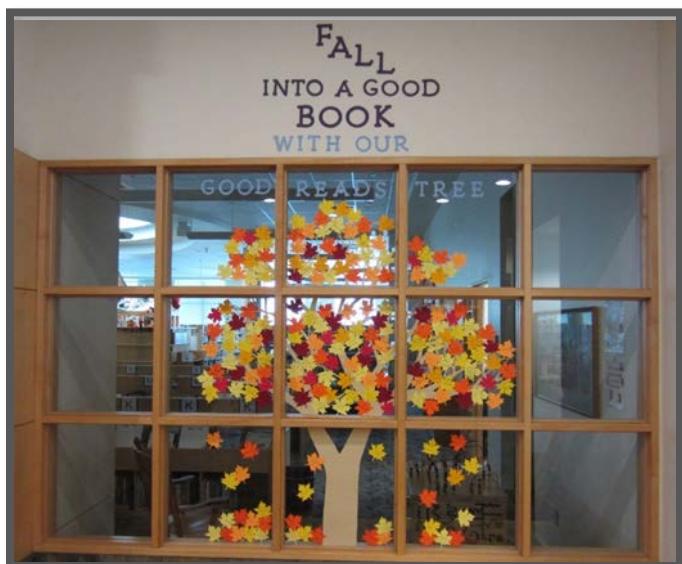
The Westminster Public Library of tomorrow is a gathering place where people of all ages, abilities, and backgrounds can come together, learn from, and engage with, one another. Diversity and inclusivity are celebrated. Staff and the public work together to provide a safe, welcoming environment for multicultural opportunities. Transformative programs meet the needs of Westminster citizens and attract regional visitors.

The Westminster Public Library of tomorrow as a concept, an idea, flexible, mobile, and meets users and non-users where they are, be it at schools, businesses, parks, or trails. Westminster is celebrated for the beautiful, vibrant city it is and the Library is embedded across and in the community in new, unique, non-traditional ways. Partnerships are strong; resources are shared and innovative ideas flourish and benefit staff from different organizations coming together.

Today's actions and decisions will shape and create tomorrow's Westminster Public Library. This is an exciting time to celebrate the Library's successes and look to the community's future needs and wants in their public library system.

Chapter 1: Background

21st century libraries change lives and communities. In fact, the American Library Association's multi-year public awareness campaign, launched in 2015, is 'Libraries Transform.' Whether it is preparing a student to take a test, making literacy fun for the whole family, or simply providing a quiet space for contemplation, libraries truly do have the power to transform lives. Consider Patty's story. Though her story is a few years old, it is a common one. A resident and homeowner in Westminster, her future was uncertain after a layoff. Without the Job Hunt Help program at the Westminster Public Library, her story might have had a much different outcome:



"I cannot express enough thanks to the wonderful volunteers at the Library who helped me get on my feet after being laid off from my job. I am a 50 plus woman that suddenly found myself adrift in the new world of applying for jobs via the internet. I had not updated my resume in 10 years and had no idea what employers were looking for.

skills, honed my resume and told me what I could expect in today's job market. They also helped me to get online and apply for some jobs. This gave me the confidence to apply to many positions in my field. I secured many interviews, and was offered several positions and have accepted a position in Healthcare.

I don't know what I would have done without them in this vulnerable and confusing time in my life. I thank them with all of my heart for giving me the gift of their time as I move into the next chapter of my career."

Public libraries are inclusive places that offer numerous opportunities for engagement and empowerment at little or no charge. The note of gratitude below illustrates the difference one staff member, one volunteer, or one program can make in someone's future. Esther's story is common; more than 14 million adult Americans are illiterate. Luckily, thanks to literacy initiatives at Westminster Public Library, Ester's story has a happy ending:

"I am writing after seven years to say hi and to let you know what has happened since we used to read together at the library. I don't know if you remember me, but you taught an adult reading program that helped adults learn how to read. I was pregnant at the time and after my baby was born, we moved to Aurora and I was not able to continue the program... I wanted to let you know that thanks for people like you that give their time to change someone else's life.

Thanks to your support, it gave me motivation to continue my education. Two years after my child was born I continued to take classes as a part-time student at my local community college. Between juggling my two boys, husband, work, and school I did my prerequisites for the nursing program. I was accepted into the nursing program this spring at Front Range Community College. Visiting that area again made me think how it all started. I thought about you. Thank you very much, I hope you continue to make a difference in other people's lives like you did on mine."

Library services platforms are changing; they are no longer quiet, often imposing buildings full of books and study tables. Instead, libraries are evolving into dynamic community resource centers that truly meet a wide range of community needs. Advances in digital and technological applications, as well as in the way customers use the library, have resulted in the library becoming a third space in the community, after the home ("the first space") and the workplace ("the second space").

In other words, today's library is morphing into the community's living room, where a premium is placed on experience, learning, and flexible space designed for multi-use purposes. Libraries innovate and seek out unique partnerships that can provide these experiences. Consider this story from a Library Associate coordinating the READ (Reading Education Assistance Dogs) Dogs Program at Westminster Public Library:



"A special story I must share with you. When I asked a young girl playing at the game computers if she would like to read to a dog, she said, "I can't read." I told her Sugar (the READ Dog) didn't care how she read and she could pick any book she liked. With her four-year old brother along for moral support, she read two books to Sugar. As she was leaving, with a huge smile on her face, I overheard her say proudly to her big sister, "I'm going to read more books!!"

Programs like this instill confidence and courage in the youngest library users, allowing them to practice reading aloud in a safe, non-threatening environment to a non-judgmental, furry friend.

Not only are today's libraries providing recreational and educational programs, they are also positioned to meet the civic needs of communities. Thomas Jefferson said, "An informed citizenry is at the heart of a dynamic democracy." In today's world, the problem is certainly not a lack of information; in this era of twenty-four hour news feeds and instant Twitter alerts, the problem becomes sifting through all the information to find unbiased, authoritative sources. Not only that, but people access and use that information in a variety of ways. Libraries can provide access to content in all formats: print, audio, visual, digital, and virtual.

In addition, the International Federation of Library Associations and Institutions (IFLA) has identified five future trends that will be essential for libraries to respond to in the coming years:

"New technologies will both expand and limit who has access to information. Online education will democratize and disrupt global learning, but going global and mobile does not mean you have to lose tactile and local. The boundaries of privacy and data protection will be redefined. Hyper connected societies will listen to and empower new voices and groups. The global information economy will be transformed by new technologies." (<http://trends.ifla.org/>)

The Library is delivering outstanding programs that serve a wide-range of citizen needs. In the 2016 (Is this PRL or City survey – be specific) Citizen Survey, 87% of respondents rated the quality of Library service as "very good" or "good" and the importance of the Library to Westminster as "essential" or "very important."

The intent of the Westminster Public Library Master Plan 2017-2021 is to align resources and services to best serve the community in the areas of literacy, programming, collections, spaces, furniture and equipment needs, and technology.

This project supports the City's 2016 Strategic Plan Goals of "Vibrant, Inclusive and Engaged Community" and "Visionary Leadership, Effective Governance and Proactive Regional Collaboration."

History and Facilities

The City of Westminster enjoys a long history of support for, and interest in, public libraries. In 1919, the Westminster Public Library Association was formed. Books were made available to town residents in a millinery shop. The shop's owner, Miss Sadie Anderson, can rightfully be called

Westminster's first librarian. Over the next several decades, library services moved from the millinery to a local elementary school, to a grocery store, to a community church, and finally, in 1951, to the then City Hall.

The Westminster Public Library currently serves the residents of the City of Westminster with two branches, one virtual library, and a small satellite library. The Library is a customer-based organization that actively promotes and supports literacy of all types. The Library supports the City's mission of: Our job is to deliver exceptional value and quality of life through S-P-I-R-I-T (Service, Pride, Integrity, Responsibility, Innovation, and Teamwork).

In addition, the Library supports the City's vision: Westminster is the next Urban Center of the Colorado Front Range. It is a vibrant, inclusive, creative, and well-connected City. People choose Westminster because it is a dynamic community with distinct neighborhoods, quality educational opportunities, and a resilient local economy that includes: a spectrum of jobs; diverse, integrated housing; and shopping, cultural, entertainment, and restaurant options. It embraces the outdoors and is one of the most sustainable cities in America.

College Hill Library, at 112th and Sheridan Avenues, opened in 1998 and is jointly operated by the City of Westminster and Front Range Community College. Irving Street Library opened in 2004 and serves the south Westminster community at 74th Avenue and Federal Boulevard. Each location is open seven days a week, for a total of fifty-nine hours at each site. The Online Westminster Library, accessed through the website or the mobile app, offers 24/7 services such as placing books on hold, renewing items, checking out downloadable materials, accessing subscription databases, and fine payment. Two library computers were installed at the West View Recreation Center in 2007 to bring library services to the west side of town.

The Library continues to offer traditional resources such as materials to check out, computer access, and community meeting spaces. In addition, the Library supports a wide variety of programs for all ages: story times, Summer Reading Program, 1,000 Books before Kindergarten, READ Dogs, Adventure Pass Program, book clubs, art programs, hobby classes, and much more. The Library also prides itself on being at the forefront of community engagement and empowerment through a number of services such as: Speak English sessions, Spanish conversation club, citizenship preparation classes, naturalization ceremonies, Job Hunt Help, one-on-one computer, e-device tutoring, and even guided meditation programs.

In 1989, the Library became a division of the Department of Parks, Recreation and Libraries. Staff members and volunteers across the department provide a number of joint programs, such as Splash into Literacy, S'more Storytime at Standley Lake, and a story book on the open space trail near

College Hill Library. In addition, library staff serve on a number of department and City committees including Strategic Planning, Innovation, and ERAT (Employee Recognition Action Team).

In 2007, a five year Library Master Plan was completed and implemented. Since 2012, the Parks, Recreation and Libraries Department has worked to develop a shared mission statement to unify efforts department-wide.

The Library division supports the PRL mission of “providing opportunities for a vibrant community with a commitment to nature, wellness and literacy” as well as the City’s mission of delivering exceptional value and quality of life through SPIRIT.

Additional strategic planning efforts have been achieved during this time period including the completion of the department’s service delivery model based on community needs. These needs are determined based upon various outreach and analysis efforts including the 2012 and 2014 Citizen Surveys and the 2013 PRL Citizen Needs Assessment Survey. The Parks, Recreation and Libraries Department is currently embarking on a system-wide comprehensive plan.



“We are moving towards a bright future with a focus on inclusion for all and building community.”

Kathe, Westminster Public Library Librarian



Notable Achievements

The Library is proud of its successes. Some notable achievements in 2015/2016 are:

- Implemented the Radio-Frequency Identification (RFID) system to streamline materials handling, improve inventory control and speed up service to customers, with over 250,000 items converted.
- Launched Librarians on the Loose, an outreach concept for special events, movies in the park, and school and business visits.
- Remodeled the staff workspaces at Irving Street and the Technical Services workspace at College Hill, allowing for streamlined internal processes.
- Opened Irving Street Library on Sundays, offering more consistent service hours between both library locations.
- Funded a number of staff to attend the Public Library Association Conference (PLA) held in Denver.
- Created of the Adventure Pass Program which offers free passes to local cultural and recreational organizations.
- Organized the Westminster Public Library (WPL) GoodReads Program, an online community for readers to engage with reviews and library staff.



*Top row: RFID Implementation Project
Bottom row: Irving Street New Sunday Hours Celebration*

Westminster Public Library achievements in 2015, by the numbers:

Circulation and General Library Use	
Check outs	844,001
New users	5,336
Reference questions	77,559
Door count	406,434

Downloadable Material	
Audio materials circulated	16,028
eBooks circulated	26,101
eBook vendors	2

Downloadable Material	
Audio materials circulated	16,028
eBooks circulated	26,101
eBook vendors	2

Programming	
Youth Programs and Tours (Ages Birth to 11)	1,057
Youth Participation (Ages Birth to 11)	27,355
Story Time Participation (Ages Birth to 5)	16,228
Young Adult Programs and Tours (Ages 12 to 17)	69
Young Adult Participation (Ages 12 to 17)	838
Adult Programs and Tours (Ages 18 and up)	466
Adult Participation (Ages 18 and up)	3,246
Speak English Program Participation	1,801
Job Hunt Help Program Participation	167
Citizenship Preparation Program Participation	327
Computer & Tech Help Program Participation	133

Technology & Online Resources	
Number of Computers used by Patrons	48
Patron computer usage by the hour	104,383
Patron computer usage per session	270,273
AWE Early Literacy Computers	4
AWE hours of use	2,705
AWE user sessions	11,404
Online Subscriptions	22

Assessment and Evaluation

Assessment by Godfrey's Associates, Inc. with Humphries Poli Architects

In 2015, City Council authorized the City to enter into a contract with Godfrey's Associates, Inc. with Humphries Poli Architects for the purpose of creating a Westminster Public Libraries (WPL) Master Plan. Partnering with an external consultant provided expertise beyond current staff resources in citizen engagement, user group analyses, and community profiling, as well as allowing the Master Plan to be data-driven and proactive.

The master plan will reference Godfrey's findings throughout the body of this report. Their experience and expertise was invaluable in engaging the community, performing site analyses, coordinating market analysis of existing and potential users.

Godfrey's Associates, Inc. completed their evaluation of Westminster Public Library in spring of 2016 through a focused assessment of the following nine areas:

- Public and Staff Engagement
- Market Analysis
- Existing Library Facilities
- Long-Term Facility Use Projections
- Operations and Management
- Future Facility Opportunities
- Budget
- Advocacy and Funding
- Prioritized List of Goals

Public and Staff Engagement

Godfrey's hosted twelve focus groups, each with a theme: Volunteers; Community Groups and Senior Citizens; Parents and Grandparents (Caregivers); Friends of the Library; Educators, Day Cares and Tutors; Teens; Young Professionals; Local Business and Potential/Existing Partners; Spanish Speakers; Library Staff; City Staff; and Library Leadership. Godfrey's also implemented a general public input session for the community. Lastly, Godfrey's conducted interviews with key stakeholders in the community, such as City Executive Leadership; City Council Members; Parks, Recreation and Libraries Advisory Board Members; Friends of the Library; Front Range Community College administration; and Community Leaders.

Market Analysis

Godfrey's worked with Opinion Research Specialists, LLC and Buxton Co., a customer analytics company, to conduct a market analysis to identify existing customers (Library users) and to also identify potential customers (non-users of the Library).

Buxton Co. is a market analysis consultant that utilizes Experian's Mosaic consumer research system. This lifestyle market segmentation system classifies all U.S. households and neighborhoods into nineteen groups and seventy-one unique segments

Opinion Research Specialists, on behalf of Godfrey's, conducted a telephone survey of Westminster residents who had not visited either the College Hill Library or the Irving Street Library in the past twelve months. 403 residents were surveyed, with the results having a margin of error of +/- 5% with a 95% confidence interval. The intent of the survey was to understand why residents don't use the Library. Respondents were allowed to choose more than one reason. In addition, all respondents were asked to give their impression of the Library and nearly 75% of respondents had a favorable impression of the Library despite their lack of use of it. Godfrey's states:

"The market analysis consultant's extensive databases – store, maintained, and updated in-house – were matched with actual library cardholder data received from WPL to build customer profiles. They utilized addresses, phone numbers, etc. to geo-code and append segmentation codes. An analysis of WPL customers and potential customers yielded an identification of core customers...By identifying library core customers, WPL becomes aware of their lifestyle characteristics, purchasing behaviors, media habits, and demographics...The City of Westminster retained ownership of all databases created for the project."

Existing Library Facilities

Godfrey's was tasked with performing an assessment of functional and physical conditions at each facility (College Hill Library and Irving Street Library). The assessment includes library building standards; quantifying facility square footage; peer library comparisons; functional assessments; physical assessments; and operations and maintenance expenditures.

Long-Term Facility Use Projections

Godfrey's forecast library services, usage, and space needs based on community input and estimated City growth. The forecast includes population projections; services goals; core services plan; collection development; literacy for all ages; technology-based services; children's services; teens; tweens services; adult services; gathering spaces; homework center; 24/7 services; inclusive services; and operational improvement recommendations.

Operations and Management

Godfrey's was asked to identify recommendations for a comprehensive library administration and staffing program, to include best practices in library management and planning; a recommended organization management model; and opportunities for increased external and internal collaboration. Please note, their assessment was conducted as the organizational chart existed in spring of 2015. Library leadership and the organization of the library has since undergone numerous changes.

Future Facility Opportunities

Godfrey's also addressed potential renovation and new construction projects at existing and/or new locations. This includes strengthening current partnerships; increased library presence in South Westminster; library presence in the new downtown; and a long-range facilities plan including projected growth in northeast corridor of Westminster.

Budget

Developing future cost projections for operations, maintenance, and capital projects was another task with which Godfrey's was charged. Their assessment included analysis of recent Library operational expenditures and budgets; projections of annual operational budget figures for the Library through year 2021 and major capital project budgets for the Library; and an optimal Library system configuration.

Advocacy and Funding

Godfrey's recommended financing strategies to sustain projected Library operations, including best practices of advocacy and opportunities for marketing, fundraising, and outreach.

Prioritized List of Goals

Finally, Godfrey's was charged with providing short-, medium-, and long-term goals and objectives for the Library aligned with Departmental, City, and City Council strategic plans and goals.

Leadership and Staff Review

As noted, Godfrey's completed their assessment in spring of 2016. At the same time, a new Library Services Division Manager was hired. Godfrey's findings include significant amounts of data collected in the demographic and customer analytic reports; multiple possible scenarios for current and future facilities; and suggestions for enhanced partnerships with local schools and businesses in an effort to increase community-wide literacy skills.

The Library leadership team, comprised of the Library Services Manager, the Library Coordinators and the Library Supervisor, has reviewed the assessment and this master plan will reference Godfrey's final report as appropriate, in both the body of the report and in final recommendations.

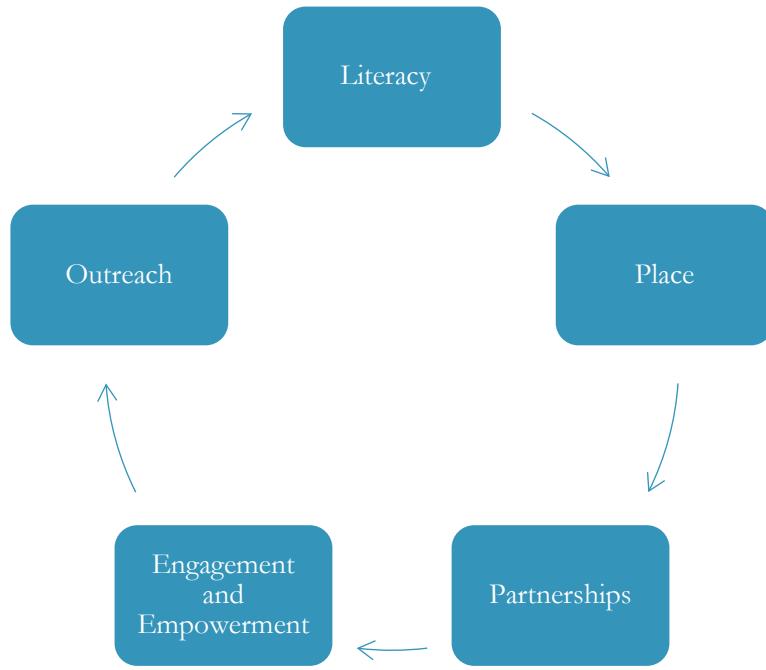
Godfrey's report, with its extensive data, continues to be a valuable reference guide for Library staff. However, the report lacks a vision that is unique to the City of Westminster and does not fully capture the changing nature of libraries. By coincidence, though, during the review of Godfrey's assessment, Library leadership became familiar with the Aspen Institute Dialogue on Public Libraries.

The Dialogue, created by The Aspen Institute Communications and Society Program, in partnership with the Bill and Melinda Gates Foundation and comprised of thirty-five experts and practitioners in the public library arena, was tasked with initiating a national dialogue on the role of public libraries in the digital age. The result of the work of the Dialogue is the report *Rising to the Challenge: Re-Envisioning Public Libraries* and its accompanying workbook, *Action Guide for Re-Envisioning Your Public Library* (www.libraryvision.org).

The *Action Guide* is a set of resources, with worksheets, to help libraries evaluate current and future services. Westminster Public Library leadership has found the Action Guide to be a valuable companion piece to Godfrey's assessment.

Together, the two documents (Godfrey's report and the *Action Guide*) have allowed library staff to prioritize five goals or commitments to work towards over the coming years: Literacy, Place, Partnerships, Engagement and Empowerment, and Outreach. These five goals directly relate to staff and community input, as well as data and information gathered from stakeholder interviews, multiple focus groups with the public, and findings gleaned from various surveys, customer comment cards, and anecdotal feedback the Library has received over the years.

In addition, Library Staff made use of several surveys in completing this master plan: the 2012, 2014 and 2016 Citizen Surveys; the 2013 PRL Citizen Needs Assessment Survey; and various in-house Library surveys.



Each goal, which will be discussed in the chapters of the plan, has several recommendations tied to it. The purpose of aligning recommendations with goals is to clearly list which priorities will be implemented over the next five years with available funding and which priorities will require additional funding.

Chapter 2: Financial Framework

The Westminster Public Library is primarily funded through the City of Westminster's General Fund. This fund is used to provide a wide variety of city services, including Administration, Community Development, Public Works-Street Operations, Police, Fire, and Parks, Recreation and Libraries. The Library represents 2.5% of the total expenditures in the General Fund and recovers approximately 4.5% of its expenses through Library fines and revenues.

2017 Adopted General Fund Expenditures	2017 Adopted Library Services Expenditures	2017 Adopted Library Services Revenues
\$117,949,285	\$3,040,732	\$130,000

Funding for Westminster Libraries is provided through the City of Westminster's citywide budget process. Every two years, the City goes through a citywide prioritization to develop a two year budget. This process balances citywide goals and needs with the City's anticipated revenues. At the time this master plan is being written, the most recent budget process was for the 2017-2018 budget. Departmental priorities for the 2017-2018 budget were submitted by the Parks, Recreation and Libraries Department based upon their ability to achieve departmental goals while also contributing to the City's Strategic Plan.

2016 Citywide Strategic Plan

The City's vision is:

"Westminster is the next Urban Center of the Colorado Front Range. It is a vibrant, inclusive, creative, and well-connected City. People choose Westminster because it is a dynamic community with distinct neighborhoods, quality educational opportunities, and a resilient local economy that includes: a spectrum of jobs; diverse, integrated housing; and shopping, cultural, entertainment, and restaurant options. It embraces the outdoors and is one of the most sustainable cities in America."

The City's mission is: Our job is to deliver exceptional value and quality of life through S-P-I-R-I-T (Service, Pride, Integrity, Responsibility, Innovation, Teamwork)."

The City Council adopted strategic plan goals are:

- Visionary Leadership, Effective Governance, and Proactive Regional Collaboration
- Vibrant, Inclusive, and Engaged Community
- Beautiful, Desirable, Safe and Environmentally Responsible City
- Dynamic, Diverse Economy
- Financially Sustainable Government Providing Excellence in City Services
- Ease of Mobility.

Departmental Prioritization

In 2014, the Parks, Recreation and Libraries Department adopted a mission statement to influence all of the Department's priorities. It reads:

"Together we create exceptional opportunities for a vibrant community with a commitment to Nature, Wellness and Literacy."

Assessing extent services that move the Department's mission forward is a baseline for determining which initiatives the department recommends funding.

In addition to the Department's Mission Statement, in 2014 the department began to use a measure of the level of community benefit each service offered in order to prioritize programs. In 2015, this measure was officially quantified for all services in the Recreation Division through a Service Delivery Model. Although this model has not yet been extended to library services, its themes of assessing community benefits for each program are pervasive in all department decisions, including Library prioritization.

Capital Project Funding and Prioritization

In 2014, the City of Westminster began to utilize some of the City's allocation of Conservation Trust Fund dollars for capital maintenance in the Libraries. Prior to this, the Library was dependent upon using General Capital Improvement Fund resources for all of the Library's capital needs. Conservation Trust Fund dollars are limited to specific uses in parks and library facilities. Utilizing this funding source for the City's libraries provided a much-needed boost to the capital needs of the City's library facilities.

In 2015, to help the department prioritize its many capital project needs, the Parks, Recreation and Library Department developed the following guiding principles for ranking capital projects:

- Supporting a Council Priority
- Contributing to the Department's Mission
- Supporting a Business Case
- Mandated or External Prioritization
- Taking Care of What We Own
- Containing Collaboration / Timing Opportunities
- Providing Equity and Inclusivity of Services

Financial Projections

This Master Plan uses Five-Year operating projections for the Library covering the 2017-2021 budget years to identify future Library Services operating and capital recommendations. 2017 and 2018 Expenditure Budgets use the 2017 and 2018 Adopted Budget numbers. However, the 2018 adopted figures do not reflect anticipated salary adjustments that will be made as part of the mid-year amendment in October 2017.

Chapter 3: Plan Elements

This chapter utilizes the projections from the Financial Framework Section of this document to lay out a plan for implementing the Recommended Actions listed in the Goals Section. The purpose of this is to align the recommendations of this Master Plan with estimates of available funding so that the Master Plan clearly lists which priorities will be implemented over the next five years with available funding and which priorities will require additional funding.

Costs of Implementing

All recommendations in this document are categorized as Planned, Phase 2, or Phase 3 items. The descriptions of these categories are as follow:

Planned items are actions that can be completed during the life of this document, within current financial projections. No additional budget requests or outside funding sources are needed to complete the action.

Phase 2 items are actions that cannot be completed within current funding projections, but, if reasonable amounts of additional funding were to become available, could be completed. Not all items will be completed, but some should be.

Phase 3 items are actions that cannot be completed without significant infusions of funding or items that are so low priority that they would only be completed after all of the action items were funded.

The current financial projections for the Library are conservative and much of the projected increases to the Library Services must be used to cover the increased costs of maintaining existing service offerings. Many of the recommendations in this document cannot be implemented without additional funding being added to the budget. Several of the items listed in the Planned category are currently relying on reallocations and reassessments of existing Library resources in order to be implemented.

Themes and Prioritizations

In addition to costs, Library staff identified eleven themes to assess which category each recommended action should be placed into. These themes are as follows:

- 1. Continue Service Offerings:** The item is necessary to continue services at current levels.
- 2. Expand Access to Services:** The item allows increased use of existing services by increasing capacity and availability.
- 3. Improves Existing Services:** The item improves Library services beyond what is currently offered.
- 4. Supports Section Goal:** The item directly supports the goal for the section of the master plan it is in.
- 5. Partnerships:** The item allows the library to leverage resources by taking advantage of partnerships with other organizations.

- 6. Business Case:** The item can be supported by a business case such as revenue generation, cost savings, or process efficiencies.
- 7. Timing Consideration:** The item takes advantage time restricted opportunities: e.g., grants, partnerships, or sharing contracts.
- 8. Community:** The item contributes to the Library's role in serving as a community anchor and destination.
- 9. Awareness:** The item contributes to the branding and awareness of Library Services.
- 10. Supports Council Goal:** The item directly supports a stated Council goal.
- 11. Regional Destination:** Contributes to services and program offerings that make the Library a regional destination.

Summary of Staff Recommendations for Goals One to Five:

Goal 1: A Commitment to Literacy

Planned	Phase 2	Phase 3
Create exhibits that stimulate discovery and innovation.	Increase the regular materials budget to provide new and current materials.	Offer in-demand, digital resources such as Hoopla.
Acknowledge that customers learn in different ways and provide a variety of ways to achieve literacy goals.	Increase the e-resources budget to provide new and current subscriptions.	Offer in-demand, digital resources such as Zinio.
Provide programs that support various types of literacy.	Increase the e-materials budget to provide new and current materials.	Offer laptops for check out to use on library premises.
Focus on continual training for staff in the areas of technology and digital literacy.	Dedicate an Innovation Fund for new technology purchases.	
	1.5 FTE Application Specialist to support existing library equipment and other technology.	
	0.5 FTE Application Specialist to provide technology training & technical support of library programs for patrons and staff.	
	1.0 FTE Application Specialist to support innovation in the community, including technology support.	
	1.3 FTE Associate to support collection development.	

Goal 2: A Commitment to Place

Planned	Phase 2	Phase 3
Create a Maker Space in the Rocky Flats Room, which is located at College Hill Library	Wireless infrastructure upgrades.	Expand library services through new and existing library facilities.
Better utilize the physical space in existing facilities including creation of separate, distinct spaces for teens and tweens.	Increase the library's maintenance budget to cover existing technologies + RFID technology.	Enclose the Irving Street Library patio to better utilize the space.
Improve the Library's web pages with increased social media.	Fund "merchandizing" the collection (new shelving, display stands, etc).	Join Prospector Union Catalog to offer customers access to millions of items.
Conduct a feasibility study to evaluate creation of an Archives Center.	Provide a coffee bar or coffee dispensing machine.	
Replace aging library equipment (barcode scanners, printers, etc).	Streamline cataloging tools to build efficiencies in processing library materials; and explore sustainable practices which might include efficiency studies and/or outsourcing.	
Provide charging stations	Provide vending machines.	
Continue offering continuing education opportunities for staff and volunteers.	0.4 FTE Librarian to support growing electronic materials collections.	
	0.2 FTE Adult Services Librarian at Irving Street.	
	0.2 FTE Teen Services Librarian at Irving Street.	
	0.1 FTE Clerk to support changes in materials workflow and provide help with other library workgroups.	
	.2 FTE to increase FTE of all eight non-benefitted shelve by .025 to provide benefits at the 0.5 FTE level.	
	1.0 FTE Library Superintendent.	

Goal 3: A Commitment to Partnerships

Planned	Phase 2	Phase 3
Enhance relationships with peer libraries in the metro area including pursuit of an IGA with Jefferson County Public Library.	Host a quarterly Parent Night at each library location.	Investigate joining the Flatirons Library Consortium.
Provide leadership and support for the Library Grant Committee, including partnering with the city's grant management staff.	Partner with local workforce centers to host Job Fairs at the Library twice a year.	Explore opportunities to support after-school programming onsite at local schools through staff and volunteers or partnerships.
Repurpose current FTE to provide outreach specifically to businesses, community groups, and non-profits in the Denver Metro area.	Partner to create a library presence in an existing regional facility such as a hospital, or tech or business park.	Partner with Jefferson County Public Library to build a library facility located in the Jefferson County area of Westminster.
Partner with cultural, technology or related entities to build facilities that expand maker space opportunities.	Create a Homework Help Center at College Hill Library.	
Seek opportunities for use of an auditorium or similar sized space for large-scale library events.		

Goal 4: A Commitment to Engagement and Empowerment

Planned	Phase 2	Phase 3
Explore ideas for bringing city civic engagement into the Library (e.g. a Saturday morning Coffee with a Councillor program).	Ensure programming resources are shared between Irving Street Library and College Hill Library.	Partner to create homebound services to Adams County residents who live in Westminster.
Form Immigration Integration Committee.	Create a dedicated library programming budget.	Host a yearly Civic Engagement Symposium with participants from a wide range of organizations and entities.
Offer continuous training on serving special and underserved populations.	Fund materials for the Citizenship Preparation Program (<i>USCIS is no longer providing free materials</i>).	
Provide information on multiple city programs and departments during Librarian on the Loose Events.		
Create a “City Information” kiosk at each Library.		

Goal 5: A Commitment to Outreach

Planned	Phase 2	Phase 3
Maintain a dedicated budget for outreach events.	Create Pop-Up Library opportunities to be integrated at locations throughout the City (public, public-private partners, etc.)	1.0 FTE Librarian to coordinate library outreach and marketing.
Provide staff with training opportunities to increase understanding of changing nature of programming in libraries.	Improve and expand shared programs, such as the Adventure Pass Program to include a larger audience and opportunities (e.g. ski pass, Waterworld, amusement parks, etc.)	Install library kiosks at various points across the city for customers to access e-materials and research resources.
Partner with unique businesses to reach new users (such as 2016’s successful Westy Craft Beer Tour in partnership with local breweries).	Increase programs at the Library to include quarterly themed multigenerational Special Events.	

The following table details the estimated total costs of implementing all recommendations in this document.

MASTER PLAN RECOMMENDATIONS

	Planned		Phase 2		Phase 3
Operating					
Literacy	\$ 1,000	\$ 400,992	\$ 50,000		
Place	\$ 1,000	\$ 223,727	\$ 18,000		
Partnerships	\$ -	\$ 21,500	\$ 35,855		
Empowerment & Engagement	\$ -	\$ 52,000	\$ 2,000		
Outreach	\$ 3,500	\$ 6,000	\$ 78,583		
Subtotal Operating	\$ 5,500	\$ 704,219	\$ 184,438		
Capital					
Literacy	\$ -	\$ -	\$ 104,000		
Place	\$ 57,000	\$ 23,000	\$ 400,000		
Partnerships	\$ -	\$ -	\$ 100,000		
Empowerment & Engagement	\$ -	\$ -	\$ -		
Outreach	\$ -	\$ 35,000	\$ -		
Subtotal Capital	\$ 57,000	\$ 58,000	\$ 604,000		
Total Operating & Capital	\$ 62,500	\$ 762,219	\$ 788,438		

*Costs do not include the consideration of Phase 3 recommendations of new libraries or other facilities due to extensive variables. Cost estimates would potentially be pursued through site specific planning.

Chapter 4: Literacy

Goal One: A Commitment to Literacy

The cornerstone of the Westminster Public Library is a commitment to furthering the literacy skills of the community. Literacy has two definitions: the first is the ability to read and write; the second is competence or knowledge in a specific area.

Key areas to focus on in literacy are:

- Health and Wellness
- Early Literacy
- Digital and Technological
- Teens and tweens
- Information
- Adults
- Financial

Early Literacy

Godfrey's Associates, Inc. conducted a number of focus groups during their assessment of the Library's current services. Participants were given a list of sixteen different services that the Library could offer (or in some cases, already does offer). Participants were then asked to rank the services in order of importance. Godfrey's then weighted each priority, with each person's top priority receiving five points, second priority receiving four points, etc. The top five results from the focus groups and community meeting are listed in the table:

Priority Ranking	Service	Definition
1	Early Literacy	Creates young readers by offering programs such as story times and other early literacy programs and resources aimed at early literacy
2	Lifelong Learning Center	Serves as a lifelong learning center, addressing the desire for self-directed personal growth and development opportunities
3	Adult and Teen Literacy	Offers services that support and improve adult and teen literacy
4	Computer and Information Literacy	Offers computer and information literacy services that build skills related to finding, evaluating, and using information and technology effectively
5	Stimulate Imagination	Provides a wide variety of print, video, audio, and digital materials that stimulate imagination and enhance leisure time

The results show that participants believed Early Literacy should be the number one priority for the Library, as defined as a service that ‘creates young readers by offering programs such as story times and other early literacy programs and resources aimed at early literacy.’

The Library currently supports early childhood learning in a variety of ways. Every week, the Library offers fifteen story times for children aged birth to five years. Exposing children to literacy early in their lives is critical to their success once they reach school. Each story time promotes the Colorado Libraries for Early Literacy (CLEL) standards. These include the Five Early Literacy Practices of *Read, Write, Talk, Sing, and Play.*

In addition, the Library provides a wide range of programming to encourage lifelong learning such as the Summer Reading Program; 1,000 books before Kindergarten; READ Dogs; and dynamic and interactive spaces within each Library location for children to engage in creative play and learning.

Through partnerships with the Rotary Club and within the Parks, Recreation and Libraries Department, the Library is also able to provide special initiatives including the Imagination Library, a program that mails out books monthly to kids from birth to 5 years old. The Library maintains the database of children and works in partnership with the Rotary on this particular program. S’more Stories (a campfire story time) and Splash into Literacy (story time followed by swim lessons) are two other special initiatives hosted in partnership with the PRL Department. For those who cannot make it into the library, instructional videos are located on the library website and on YouTube for creating story times at home with finger plays, rhymes, and songs.

Library staff are committed to supporting education needs of children and families in the community and strengthening partnerships with area schools to better understand what that support looks like. The Library regularly offers tours to classes and staff visits with teachers and students at the schools themselves. Unfortunately, due to budget cuts, many schools and districts in the United States have been forced to cut professional librarian positions. Some have even been forced to cut libraries completely. Public libraries have an opportunity to promote literacy and help address these service gaps in the community. To this end, the Library has repurposed existing FTE to create a Youth and Family Services Librarian position who will be responsible for building relationships with schools and families.

In addition, there is a large homeschool population in Westminster. Many of these families count on the Library to provide resources for learning as well as spaces for studying. It will be important to better understand how staff can best serve caretakers who are also educators in these homeschool situations.

Digital and Technological Literacy

What is digital literacy? Casey Veatch on the Colorado Virtual Library website (www.coloradovirtuallibrary.org/technology/digital-literacy-resources) offers this definition:

“Digital literacy is much more than knowing how to send a text, login to Facebook or check your email. Digital literacy is having the knowledge and skills to use current technology tools for a variety of purposes. A digitally literate person follows the norms of appropriate and responsible behavior with regard to technology use. Furthermore, a digitally literate person can use online tools and applications to collaborate, share, create, and inform their peers. Finally, a digitally literate person has the skills needed to use information and communication technologies to find, evaluate, create, and communicate information.”

As evident in the previous table, Godfrey’s Associates, Inc. identified in their focus group assessments that Computer and Information Literacy was ranked fourth on the community’s priority list for the Library, as defined as: ‘offer computer and information literacy services that build skills related to finding, evaluating, and using information and technology effectively.’

Library staff believes one avenue for continued support of digital literacy is installation of laptop kiosks at each library location. The laptops would provide additional computer access for patrons and would allow patrons to move freely about the library – finding a comfortable location in which to learn, play, or grow. Further, the laptops would offer library staff the ability to provide technology training classes to patrons. An important aspect to this avenue is the implementation of wireless printing to support laptop use. Wireless printing is one of the most frequently requested services from patrons at both facilities.

Godfrey’s assessment also made clear that the public at large is not satisfied with current Library technology. By 2017, most library network printers, receipt printers, and barcode scanners will be ten to twelve years old. Funding has not been available to keep these aging pieces of equipment as up-to-date as the use demands; currently the Library does not have a dedicated technology budget for replacement of public equipment. Instead, new equipment is purchased from supplies or spare maintenance account funds.

The image contains two promotional brochures for Westminster Public Library.

Hour of Code: This brochure is for "Sunday, December 13, 2015" at "College Hill Library Room L216". It features sections for "Minecraft Hour of Code" (1:30-2:30 p.m.) and "Star Wars Hour of Code" (3-4 p.m.). Both sections describe the activity: using blocks of code to take Steve or Alex on an adventure through a Minecraft world (Ages 6+) and learning to program droids and create your own Star Wars game using Javascript (Ages 11+). It includes logos for Google+, Facebook, and Twitter, and the URL www.wesl.lib.org.

Drop-In Computer and Technology Help: This brochure is for "Irving Street". It highlights "FREE! No Registration Required" and "One-on-one help Attend as often as you want". It mentions "Computers available to use or bring your own device". It provides the address "Irving Street Library 7392 Irving Street" and the phone number "303-658-2303". It also lists "Clases de Computadoras para Principiantes en Español" (Secondo miércoles de cada mes, 3:30- 4:30 p.m.). The brochure includes the Library logo and links to the Westminster Public Library website (www.westminsterpubliclibrary.org) and social media pages.

Technology and digital changes occur at a rate faster than staff or the public can keep up with. Thus, continual and on-going digital literacy training on current technology for both library staff and patrons is important. As one participant in a Godfrey's focus group requested, "Increase computers...with a third librarian for technical assistance." Staff and volunteers who are technically savvy are an incredible resource for the community.

Examples of digital literacy trainings for customers might include:

- Instruction on e-book reader and tablet use
- Instruction on basic online functions such as creation of resumes, files, job applications, and e-mail accounts
- Instruction on accessing reliable, authoritative and unbiased web pages

In addition to digital literacy training on current technology, there is a desire to provide experiences for staff and patrons with new and emerging technology, especially that which is a point of access back to library resources. Three possible ways to address this are the implementation of an Innovation Fund, the pursuit of grants, and partnerships with technology vendors. An Innovation Fund would allow the Library to purchase emerging equipment such as next generation e-readers and tablets that could be used in programs for staff and patrons to learn how to use the equipment. Pursuing partnerships with technology vendors could also achieve the same goal; for example, a company like Best Buy may support lending materials and an employee to the Library for a technology class. Finally, grant opportunities may exist for technology needs.

When patrons are given the opportunity to try new technology, they are often very pleased with it. After the library had installed a new castle-themed self-check kiosk in the children's area of College Hill Library, one little girl was overheard saying "That was the most awesomest check-out EVER!" The Library would like to be able to bring more technology to patrons and having new resources, funding, and staffing to do this is important.

"The best candy shop a child can be left alone in is the library." Maya Angelou

Information Literacy

The American Library Association (ALA) defines Information Literacy as:

“a set of abilities requiring individuals to recognize when information is needed and have the ability to locate, evaluate, and use effectively the needed information”
(<http://www.ala.org/acrl/standards/informationliteracycompetency>).

The Library offers the community professional staff, trained in information literacy, to help guide and instruct users on the above skills, such as locating and then evaluating a source of information. In an increasingly digital world, there will be more and more new formats of information available.

The community looks to the Library to have the most current technology, both to use and to learn how to use. It is important that the Library keep abreast of these changes and maintain dedicated funding to do so.

Of course, information literacy is not limited to technology. The Library offers traditional resources such as dictionaries, reference materials, trained staff, maps, bus route information, and more. Our study guides and non-fiction materials, especially those in the health and wellness fields, are popular.

The Library has a variety of online resources that provide Westminster residents with the ability to research topics, download e-books to read or listen to, or get help with homework. We offer a wide range of databases ranging from Ancestry Library Edition to Consumer Reports to Transparent Language Online. In addition, our skilled staff is available to offer personalized instruction in the use of the databases. Often, there is so much information in a database it can be overwhelming for a first time user. Like anything, though, a bit of instruction and patience go a long way towards becoming literate in database use.

Of particular importance to note is that two of the most requested Library materials are streaming video and digital magazines from sources such as Hoopla and Zinio. These types of resources not only allow patrons to learn online but also connect them with the library in a new way that brings enjoyment to their lives. The Library is currently the only public library in the north-metro area that does not offer these services to their patrons, so frontline staff are routinely forced to direct patrons to nearby libraries for these high-demand services. The 13% net decline in library visits and 34% net decrease in circulation across the past five years may, in part, be a reflection of a lack of services such as these.

Financial Literacy

The President's Advisory Council on Financial Literacy defines personal financial literacy as “the ability to use knowledge and skills to manage financial resources effectively for a lifetime of financial well-being.” (2008 Annual Report to the President)

Financial Literacy is important for everyone, yet it is rarely taught in schools. Millennials are graduating from college with significant student loan debt. Many older adults are not prepared for retirement. People of all ages struggle with high interest credit card and other debt. Levels of financial literacy are shown to be lower among the less educated, minorities, and women.

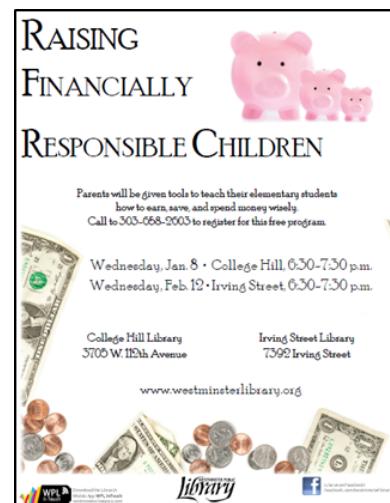
The costs of financial illiteracy are high. The Library can be a resource for people of all ages to learn how to become Financially Literate.

Examples of financial literacy trainings for customers might include:

- Partnering with organizations such as AARP, Inc. and Junior Achievement to offer programs on various topics, for example retirement and budgeting.
- Providing *Money Smart for Older Adults* training developed by the FDIC. This program helps older adults avoid scams, plan for unexpected life events, and other topics important to this demographic.
- Partnering with local high schools to teach students basic financial skills, such as balancing a checkbook, planning for the future, avoiding debt, etc.
- Partner with Front Range Community College to offer the same type of training for college students with an emphasis on understanding student loans and student debt.
- Host a financial literacy fair during April (National Financial Literacy Month).
- Offer targeted trainings on basic financial skills for underserved populations, such as classes in Spanish or for single moms.

Health and Wellness Literacy

The City of Westminster is the proud recipient of 2015 and 2016 Metro Denver Healthiest Employers awards, sponsored by the Denver Business Journal. In addition, the mission of the Parks, Recreation and Libraries Department puts an emphasis on Nature, Wellness, and



Literacy. Traditionally, libraries have been a source of information on wellness, such as books and magazines on health, fitness, and cooking. We believe the 21st century Library can also be a leader in health and wellness in the community. In fact, the 2016 Summer of Reading theme was “On Your Mark, Get Set, Read!” with an emphasis on active play, nature, and physical well-being.

The importance of health and wellness literacy is undeniable. In 2015, Colorado had the lowest obesity rate in the United States. While that is good news for Coloradoans, obesity continues to be a problem for people of all ages both at the state-level and nationally. There are increasing numbers of individuals with cancer, heart disease, and diabetes diagnoses each year.

Lack of health and wellness literacy leads to higher healthcare costs. A key step in improving health literacy is enhancing our skills at navigating the immense quantity of health information that is out there, whether it is websites, books, magazines, television shows, or radio programs. A single internet search on a health or wellness topic results in thousands of sources, many of which have incorrect or damaging information. Health and wellness literacy is key to effective prevention.

The Library currently provides a variety of resources to help patrons improve their health and wellness literacy. The library offers a wide selection of health and wellness related books and Medline Plus, a database providing trusted health information from the National Library of Medicine. Internal Library statistics show that medical topics were the most highly used materials over the last year. The Irving Street Library offers sports equipment to borrow, so patrons can play ball in the park or hoola - hoop their way to a healthy weight. In fact, the Library regularly forms partnerships between the Parks, Recreation, Library and Open Space divisions to provide programs such as Splash into Literacy, which combines a story time with a swim lesson. The Adventure Pass program promotes exercise with passes to the City recreation centers, Standley Lake Regional Park, Westminster golf courses, and state parks. Both College Hill and Irving Street offer a stationary bike that patrons can ride while in the library, as well as bike locks to encourage patrons to use alternative transportation to get to and from the Library.

Examples of ways the Library can further increase the health and wellness literacy in the community are as follows:

- Increase partnerships within the Parks, Recreation and Libraries Department to provide more joint programs and to host health related programs.
- Offer a bi-weekly Recess in the Library program with incentives (such as a reduced library fine) to encourage staff and patrons to be active for fifteen minutes.
- Offer fitness classes regularly at the library, such as early morning yoga or open space walks.
- Increase the Library’s collection of health related materials and databases.
- Partner with local hospitals to offer programs on healthy cooking and diabetes prevention.

- Provide a Camping 101 class with outdoor safety tips and tricks.
- Host a birdwatching class in the open space behind College Hill Library.
- Sponsor a read-a-thon with a sports component.



Teens and Tweens Literacy

Teens and tweens are historically a difficult group for libraries to reach. Teens are presently defined by the Library as ages twelve to seventeen, although the strict definition of a teenager is ages thirteen to eighteen. Tweens are those kids, ages nine to eleven or twelve, who do not want to be lumped in with younger kids but who are not yet ready for teen materials and programs. In order to engage teens beyond simple programming, the Library seeks to provide teens with their own space for learning, connecting, and simply “hanging out.”

Many customers who are strong library users as children drift from library use during their adolescent years. Retaining these fun, funny, and dynamic teens is critical to furthering a sense of lifelong learning in them. They are a different audience from children and adults and the Library is very much still trying to understand their unique needs.



Tweens are stuck in a “middle” world, where they are not quite teens and yet are over being kids. This group often slips between the cracks, but the library can help bridge the divide between Tweens and Teens. The Westminster Library has worked to provide exciting programs for tweens, such as: Tween Times and the BAD (Books, Art, or Drama) Club. These programs provide fun things to do specifically designed with older kids in mind.

Knowledgeable, professional staff who understand adolescent development, current technology, and pop-culture are essential to support teen and tween users. While many adults believe teens to be completely comfortable with technology, data actually suggests that teens are not entirely tech savvy and the library could provide the means for them to learn in a safe environment. Some ideas for potential literacy programs for this age group are:

- STEAM and Geek Girl Camp (computer programming)
- Partner with local schools to create digital programming specifically for teens
- Career Fairs
- DIY Tinker Events
- Writing, drawing, and performing clubs
- Safety and social media
- Providing tween only book clubs

Adult Literacy

According to a study in 2013, by the U.S. Department of Education and the National Institute on Literacy, 32 million adults in the United States cannot read (roughly 14% of the general population). All of the tremendous resources that the Library provides to the community are wasted if customers do not have the skills necessary to access or interpret the information.

In addition to the ability to read and write in one's native language, providing adult literacy services encompasses reader's advisory services, foreign language learning opportunities, and recreational opportunities to engage with the written and spoken word.

Consider just a few of the many routine actions an illiterate individual might struggle with:

- Completing a job application
- Understanding his rights as a renter or home owner
- Reading a book for enjoyment
- Assisting children with homework
- Creating a family tree
- Learning a new language for travel or business purposes
- Understanding a medical or legal document

The Library should be a champion of adult literacy. In many communities, the focus is solely on children's literacy. For an adult, living with low or no reading skills can be painful experience. Often, shame and guilt prevent adults from seeking the help they need. Vince, a fifty-two year old Kansas City resident who is learning to read, states this about adults like him:

“...they are afraid and don’t know change is possible. They are old and they don’t think anyone wants to help them...They think the help is just for the young kids, but it isn’t. It has been a year since I started, and I have come a long way thanks to my tutor, Joe. I see a difference. I can read tickets better at work. I received my motorcycle license. I am not where I want to be yet, but I am getting there” (<http://www.kansascity.com/living/liv-columns-blogs/jenee-osterheldt/article1326619.html>).

The Library can work to remove the stigma of adult illiteracy. We can work to bring illiteracy out of the shadows by offering programs that are inclusive and rooted in an understanding of adult learning. Some possible suggestions include the following:

- Partner with Literacy Coalition of Colorado to offer programs
- Investigate marketing opportunities to the illiterate; perhaps television or radio is a better way to reach this population
- Reach out to local businesses and offer literacy services onsite such as an evening reading and writing class

“In my world, there would be as many PUBLIC LIBRARIES as there are Starbucks.” Henry Rollins

Recommendations for Goal One: A Commitment to Literacy

Planned	Phase 2	Phase 3
Planned Items can be completed during the life of this plan, within current financial projections. No additional budget requests or outside funding sources are needed to complete the action.	Phase 2 items are actions that cannot be completed within current funding projections, but if reasonable amounts of additional funding were to become available, could be completed. Not all action items will be completed, but some should be.	Phase 3 items are actions that cannot be completed without large infusions of outside money or items that are so low priority that they would only be completed after all of the Phase 2 items were funded.

Goal 1: A Commitment to Literacy

Planned	Phase 2	Phase 3
Create exhibits that stimulate discovery and innovation.	Increase the regular materials budget to provide new and current materials.	Offer in-demand, digital resources such as Hoopla.
Acknowledge that customers learn in different ways and provide a variety of ways to achieve literacy goals.	Increase the e-resources budget to provide new and current subscriptions.	Offer in-demand, digital resources such as Zinio.
Provide programs that support various types of literacy.	Increase the e-materials budget to provide new and current materials.	Offer laptops for check out to use on library premises.
Focus on continual training for staff in the areas of technology and digital literacy.	Dedicate an Innovation Fund for new technology purchases.	
	1.5 FTE Application Specialist to support existing library equipment and other technology.	
	0.5 FTE Application Specialist to provide technology training & technical support of library programs for patrons and staff.	
	1.0 FTE Application Specialist to support innovation in the community, including technology support.	
	1.3 FTE Associate to support collection development.	

Chapter 5: Place

Goal Two: A Commitment to Place

The Library is committed to continuing to provide excellent in-house and online services including access to resources, collections and professional staff; exceptional programs for all ages; and beautiful, inviting spaces. The Library as ‘place’ refers not only to a physical location but also to a concept that touches on multifunctional, flexible furniture, fixtures, spaces, and technology to meet adaptable needs and activities.

The following areas are some of the focus points of a commitment to place:

- Technology
- Collections
- Archives
- Facilities
- Staff and volunteer development
- Online Library

Technology

The Library currently provides 24/7 access to a wide variety of materials, including e-books and e-audiobooks from seven different vendors as well as twenty-two subscription online resources. In addition, patrons can access their library accounts at any time to place items on hold or renew materials already checked out.

However, Godfrey’s assessment and customer feedback from the focus groups has shown that the library has fallen behind in terms of the technological needs of the community. One focus group’s participant had this to say: “The library’s website just doesn’t feel good, as compared to Denver Public Library (DPL), Jefferson County Public Library (JCPL) – where there’s always something new to see, like reading a newspaper, there’s a compelling reason to go to the library’s site. The library’s website is static.”

The need for a new, improved website and library catalog are evident. The current library catalog does not provide modern day features such as spell checking or “did you mean” type functionality. Automation Services staff are currently working to implement a Discovery Layer that would provide an up-to-date library catalog that would include many new methods for limiting searching, searching both the library catalog and online subscription databases together, and allow for patron-driven content to be included.

In an effort to embed the Library in the community, staff would like to expand services into various areas of the city, including City Hall, Westminster Station, the new downtown, West View or Countryside, or to the north near the Orchard. This expansion could be as simple as a locker for self-pick up of holds or return of library materials, or could be as complex as a store-front or branch library in potential partnership with Jefferson County or Broomfield. At each location, new technology would be needed to allow patrons to access the library catalog or check-out/return materials.

Technology is also needed at outreach events. The Library is implementing mobile circulation software that will provide on-the-spot access to library accounts, create new library accounts, look up resources, etc., whether inside the library (away from a desk) or at an outreach event. However, the Library will need to expand these services with additional tablets, small printers, wireless hotspots, and more for staff to be able to provide this service.

While new technology is exciting and innovative, the Library cannot afford to lose what technology is already in place. The Library's technology budget changes as the City's funds change; as a result Automation Services staff have had to look for innovative and low cost solutions over the years.

Implementation of almost any new Automation service comes with an associated cost of ongoing maintenance. Software and hardware support is on the rise and so the library's maintenance budget must continue to increase in order to cover these existing costs as well as the cost of emerging technology that might be implemented in the future.



The Overdrive Bookmobile at College Hill Library, promoting digital services to the community.

Collections

Over the past year, library staff have worked diligently to improve all of the material collections in the library. Tools such as CollectionHQ have allowed staff to use data-driven selection to see what types of materials will best circulate to our patrons, where materials should be housed, and what items should be weeded due to lack of use. In addition, the new Centralized Selection Department (consisting of a single Collection Development Librarian instead of the previous arrangement of multiple selectors) has significantly streamlined the order and acquisitions processes. By improving purchasing techniques, implementing new promotional efforts, and weeding out old materials, staff are working to address the decline in circulation figures.

However, just as any City service, there is a limit to what can be accomplished without additional resources. While demand for both print and downloadable materials has continued to grow, the library budget itself has continued to shrink. The collection budget has not been prioritized at a high level within the Parks, Recreation and Libraries Department over the past decade and this needs to be re-evaluated. The overall collection budget had remained flat, growing only \$30,000 in the last ten years. This increase has gone only to support the growing popularity of e-Materials, which has resulted in a 14% overall reduction to the physical materials budget in real dollars since the cost of materials has risen during this same time frame. Long waiting lists for materials have driven Westminster citizens to use other area libraries. Reducing wait time will bring new patrons to the Library and allow us to build life-long relationships with library users.

Annual subscription cost increases for e-resources necessitate regular budget increases to continue the current level of service. In addition, changes in 2016 to the Library's shared databases policy with Front Range Community College created some gaps in service that the Library filled by purchasing new online subscriptions. In the past several years, the growth of the electronic resources budget was attributable to grant funding.

Contrary to original theories of e-book usage, availability of e-materials has not precluded the need for print materials. In fact, according to a 2015 Washington Post article, "Pew studies show the highest print readership rates are among those ages 18 to 29, and the same age group is still using public libraries in large numbers" (<https://www.washingtonpost.com/local/why-digital-natives-prefer-reading-in-print-yes-you-read-that-right/2015/02/22>).

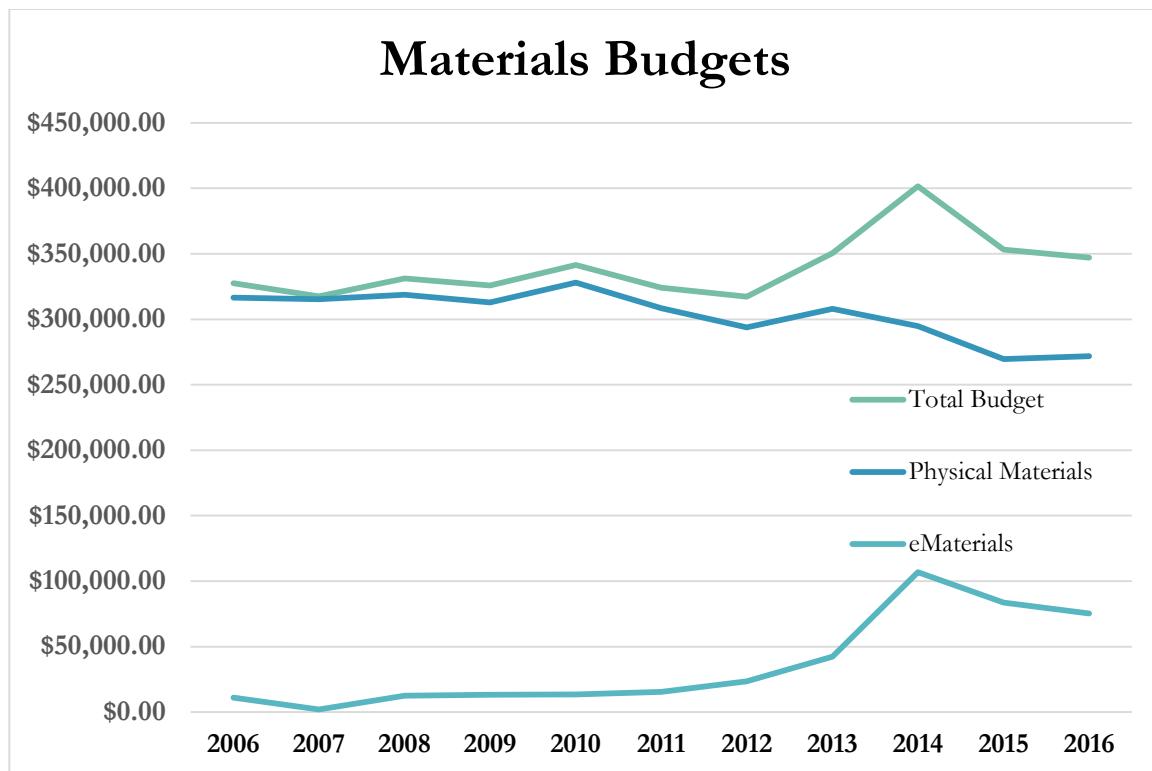
A new reading landscape is emerging in which e-book devices, prolific online review communities, and various pop culture fandoms drive usage in multiple formats simultaneously. Community members are increasing consumption through a combination of formats, based on their daily activities, digital literacy levels, and physical abilities.

Demand for both print and downloadable materials is growing while the budget has continued to remain static. The population in Colorado continues to grow and the City of Westminster has initiatives in place to encourage growth in Westminster. Demand for materials of all types will only continue to increase as the city's population grows.

Working with staff throughout the Library, the Collection Development Librarian must constantly prioritize investments between either physical or e-material purchases to meet customer demands.

Table: Collection Development Budget

YEAR	PHYSICAL MATERIALS	% CHANGE	eMATERIALS	% CHANGE	TOTAL BUDGET	% CHANGE
2006	\$316,464.00	--	\$10,922.00	--	\$327,386.00	--
2007	\$315,342.00	-0.4%	\$2,048.00	-81%	\$317,390.00	-3%
2008	\$318,709.00	1.1%	\$12,478.00	509%	\$331,187.00	4%
2009	\$312,792.40	-1.9%	\$13,099.00	5%	\$325,891.40	-2%
2010	\$328,000.00	4.9%	\$13,395.00	2%	\$341,395.00	5%
2011	\$308,457.04	-6.0%	\$15,515.00	16%	\$323,972.04	-5%
2012	\$293,878.68	-4.7%	\$23,387.08	51%	\$317,25.76	-2%
2013	\$308,000.00	4.8%	\$42,350.00	81%	\$350,350.00	10%
2014	\$294,823.00	-4.3%	\$106,750.00	152%	\$401,573.00	15%
2015	\$269,500.25	-8.6%	\$83,690.00	-22%	\$353,190.25	-12%
2016	\$271,800.00	0.9%	\$75,350.00	-10%	\$347,150.00	-2%



In addition to an increase in the Library's materials budgets, the Library can provide additional materials to patrons by connecting to other Colorado library resources. This can be by joining other union catalogs in the state, such as Prospector, which would provide access via interlibrary-loan to over 34 million books, DVDs, CDs, and other materials from forty-four libraries around the state to our patrons. Ongoing budget increases would be needed to join this union catalog as it would be an annual commitment. Additional staff would also be needed to handle the increase in demand for these items via interlibrary loan.

Merchandizing of materials at both library locations can also help patrons find what they need. By “right-sizing” the collection and then creating attractive displays, the library materials can be highlighted to help patrons learn about materials that they might know or have known about before. New or reconfigured shelving units and updated display cases would be required in order for the library to be able to make attractive changes to the look of the library collection overall.

All processing and cataloging of physical materials is currently performed in-house by Library Staff. The Library's Technical Services workgroup is understaffed for the volume of materials handled by the Library. Despite Staff's creative and efficient solutions, there remains a consistent backlog that prevents the Library from having an up-to-date collection. Apart from an increase in staffing, the best alternative solution is to outsource the majority of the processing and cataloging. This would get materials into the hands of library patrons more quickly.

Changes in the types of collections offered at the Library have been numerous in the past few years. As a result, there is a need to update both the Collection Development and Electronic Resources policies to address 21st century concerns and needs. While the Library strives to provide broad, representative collections, Library Staff would like to gather community input on these plans.

Archives

Since its official birthday of April 4, 1911, the City of Westminster has enjoyed a rich and diverse history. In 1962, the Westminster Historical Society was formed with a mission of ‘promoting and preserving local Westminster history’ through preservation, interpretation, and collections. City and partner resources are utilized to support efforts such as The Westminster History Center (Westminster Public School Building), Bowles House Museum (City facility) and some minor outlying City storage uses.

Because the Historical Society has the specific mission of preservation of Westminster history, the Library currently does not focus on any archival activities other than archiving the *Westminster Window* (we are the designated repository) and maintaining an internal collection of histories of the Library. In addition, the Westminster City Clerk serves as the official custodian of the City’s public records and is responsible for the retention and preservation of archival documents.

While the Westminster Historical Society does a commendable job attempting to preserve local history, a citizen request during the 2017/2018 budget development process was brought forward, highlighting the need for a dedicated archives center (Westminster Archives Center) with a 1.0 FTE Archivist. According to the group making the request,

“... the Center would serve as a central repository for archives, records, maps, documents, correspondence, photos, newspapers, books, and other materials related to the people, places, and events of the Westminster, Colorado, area. The Center will provide quality preservation, cataloguing, and care of these materials and will interpret them through educational programs, tours, and community events. There is currently a significant volume of archival material waiting to be preserved and protected from deterioration. The Center would provide a place for researchers, students, and the public to learn about the history of the community by conducting historical research and attending educational programs. It is suggested that the Center be under the Library Division of the Parks, Recreation, and Libraries Department and established at College Hill Library. It is also suggested that the Center work closely with Westminster Legacy Foundation in the pursuit of grants and other outside funding to supplement City funding. The 1.0 FTE Archivist would be responsible for appraising, acquiring, arranging, describing, preserving, and providing access to records of enduring value to the Westminster community. At a minimum, the Archivist must have a

Bachelor's degree in history, archival or library sciences or a closely related field, and five years' experience" (Citizen Requests Concerning the Proposed 2017 and 2018 Budgets).

An appropriate facility, let alone available space, does not currently exist in our Library. An Archives Center could be added to future library or civic spaces, such as the new downtown, as either part of a potential cultural/civic facility or as a stand-alone museum. One example in Colorado where archives have been successfully integrated into library services is in Grand Junction in the Mesa County Libraries. The Central location has the Rashleigh Regional History Room, where in partnership with the local museum various artifacts such as photographs and yearbooks are displayed. According to Mesa County Libraries staff, the public loves this service.

Adding an archivist and the potential of greater responsibility for preservation and collections in the Library is certainly doable but likely requires a larger study. The position(s) along with facilities need to be studied with a focus on space requirements, work areas, storage, technical processes/systems and public access. A digital asset management system would also be required in order to organize and present the archival information in a comprehensive, cohesive way and make materials easy to access.

Professionally operated archives require space with features such as a separate, secure preservation lab for working with damaged or fragile documents and photos; the ability to control the environment and temperature; and public space for research purposes, tours and programs. In addition, significant space for storing all collections is important. Typically, facilities that feature this scope of work seem to "never have enough storage."

If the expectation of direct responsibility of archiving through City resources is determined, Staff recommends the following:

- Conduct a feasibility study
- Partner with Westminster Historical Society, Westminster Legacy Foundation and others to determine a plan for ongoing archival efforts
- Study staffing requirements.

Archives and historical centers, if designed thoughtfully, can be regional attractions that draw a wide variety of visitors. Inclusion of unique artifacts and opportunities to see the behind the scenes process of preservation have typically drawn the most interest. Any future Archives Center should be designed with preservation and programming as equally important, as after-hours access can

provide dynamic opportunities for fundraising and advocacy (the Denver Museum of Nature and Science's After Dark series comes to mind).

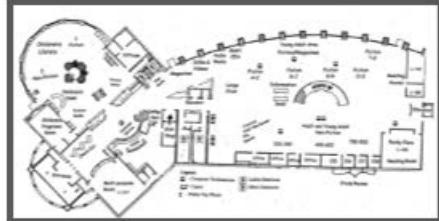
Facilities

Godfrey's assessment determined there are significant space shortages at both College Hill Library and Irving Street. Demand for meeting and study rooms continue to grow. In addition, interest in a maker space, need for a dedicated teen space at each location, and shelving to allow for increases to the physical materials collection all require capacity.

Beyond the current two buildings and possible future self-serve kiosks, Library Staff imagines a presence in the west and north sides of town, and in the new downtown. Currently, the Library in partnership with the West View Recreation Center provides two library computers for residents to use. Expanded library services such as professional reference Staff or material pick-up and drop-off should be considered as a valuable enhancement. This could be offered at West View or another facility on the west side of town, perhaps even at Countryside during the nine months of the year that it is not in regular use by the Recreation division.

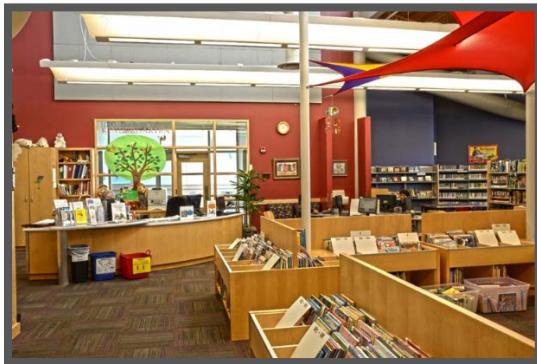
The architecture of the Irving Street Library and the surrounding park would present a difficult challenge for increasing the space. One way around this is to consider enclosing the patio at the Irving Street Library to allow for use twelve months a year. This would provide much needed additional space for computers and library programming.

For years, the Rocky Flats Room (formerly a repository for Rocky Flats documents and reading materials), at College Hill, has been used as a storage space. Staff have cleared the room and the Library would like to repurpose this space in order to create a dedicated maker space. Maker and hacker spaces are places where people come together to tinker and explore new technologies and more traditional productions like wood-working and jewelry making. Then, perhaps working with an external partner, the Library would also like to look to a bigger Maker Space somewhere in the new downtown or in an offsite building.



Other recommendations include:

- Partner with other local libraries or other municipalities, such as Jefferson County Public Libraries, to expand space and increase access throughout Westminster.
- Reconfigure existing spaces at College Hill and Irving Street Libraries to provide specific areas for teens to connect and to provide teen specific programming.
- Provide flexible meeting room/groups study co-working spaces with acknowledgement that people are telecommuting but want social interaction.
- Invest in charging stations for phones, tablets, and laptops to make people's lives easier and help them be more productive while they are in the library facilities.
- Install more power and data outlets to allow for additional computers in the library.
- Provide a café or coffee bar and vending machines at each location to welcome patrons and help them to feel more at home in the library.
- Reconfigure Technical Services work space to allow for better flow of materials through the section and get all Staff working in one area – improve the efficiency of the work flow.
- Investigate implementing an outdoor playground at College Hill.



Staff and volunteer development

The Library's greatest asset is its employees and volunteers. It is critical to have a professional, courteous Staff that continues to grow and develop through participation at national and state conferences and via webinars and other trainings. In addition, the Library would like to find innovative ways to team with Department peers and other City Staff for cross-training opportunities.

Unfortunately, current staffing levels cannot support implementation of new initiatives. Even with the assistance of a dedicated and talented pool of volunteers, additional FTE are needed for the

Library to truly become embedded in the community, in the areas of outreach, technology, training, innovation, and archival functions.

This includes Staff who can implement new and up-coming technologies, Staff who understand the latest cataloging techniques, including cloud-based cataloging and linked data, Staff who can help patrons on the front lines to download e-books and connect with e-resources, and Staff who can spend most of their time out in the community working with various partners and showcasing library resources to residents.

In addition, the Library proposes an updated organizational chart to account for new FTE as well as the creation of a Superintendent level position to provide a better management structure at the administrative level. This proposal may be seen in the Appendix to this report.

Online Westminster Library

The Library already provides a host of different ways for residents to connect online, including Facebook, GoodReads, and the City's YouTube channel. In addition, the Library provides an app (WPLinTouch) for patrons to be able to check their library account, download library materials, or look up online resources.



Library Staff would like to connect with residents in a wider variety of ways. The Library's current Facebook team has increased contact to library patrons and now has over 1,300 "likes" of the library page. Implementing additional resources, such as Twitter, Instagram, Vine, etc. would allow the library to connect with people in new and exciting ways.

While the library's web pages on the city's website consistently rank in the top tier of page "hits," the library envisions a much more up-to-date, user-friendly web site. This new website would be designed for use by multiple devices (responsive design), have a translation option, options for vendor widgets like scrolling book covers, brighter and more dynamic colors, be ADA compliant, and have the ability to integrate third party software.

Library resources, such as the web page, social media, and the library catalog should be marketed much more heavily so that patrons know that they and more importantly, the library, exist.

Recommendations for Goal Two: A Commitment to Place

Planned	Phase 2	Phase 3
Planned Items can be completed during the life of this plan, within current financial projections. No additional budget requests or outside funding sources are needed to complete the action.	Phase 2 items are actions that cannot be completed within current funding projections, but if reasonable amounts of additional funding were to become available, could be completed. Not all action items will be completed, but some should be.	Phase 3 items are actions that cannot be completed without large infusions of outside money or items that are so low priority that they would only be completed after all of the Phase 2 items were funded.

Goal 2: A Commitment to Place

Planned	Phase 2	Phase 3
Create a Maker Space in the Rocky Flats Room, which is located at College Hill Library	Wireless infrastructure upgrades.	Expand library services through new and existing library facilities.
Better utilize the physical space in existing facilities including creation of separate, distinct spaces for teens and tweens.	Increase the library's maintenance budget to cover existing technologies + RFID technology.	Enclose the Irving Street Library patio to better utilize the space.
Improve the Library's web pages with increased social media.	Fund "merchandizing" the collection (new shelving, display stands, etc).	Join Prospector Union Catalog to offer customers access to millions of items.
Conduct a feasibility study to evaluate creation of an Archives Center.	Provide a coffee bar or coffee dispensing machine.	
Replace aging library equipment (barcode scanners, printers, etc).	Streamline cataloging tools to build efficiencies in processing library materials; and explore sustainable practices which might include efficiency studies and/or outsourcing.	
Provide charging stations	Provide vending machines.	
Continue offering continuing education opportunities for staff and volunteers.	0.4 FTE Librarian to support growing electronic materials collections.	
	0.2 FTE Adult Services Librarian at Irving Street.	
	0.2 FTE Teen Services Librarian at Irving Street.	
	0.1 FTE Clerk to support changes in materials workflow and provide help with other library workgroups.	
	.2 FTE to increase FTE of all eight non-benefitted shelfers by .025 to provide benefits at the 0.5 FTE level.	
	1.0 FTE Library Superintendent.	

Chapter 6: Partnerships

Goal 3: A Commitment to Partnerships

The Library, like most organizations, has limited resources in terms of capital, staff, and capacity. Community and regional partnerships allow our citizens and users more bang for the buck. Some successful partnerships already include Growing Home, Front Range Community College (FRCC), and The Friends of the Library. In the future a more aggressive pursuit of, and approach to, partnerships could yield even greater returns for the community.

A commitment to partnerships could focus on the following areas:

- Schools
- Business community
- Internal partners
- Non profits
- Peer libraries

Schools

In the 2016 Citizen Survey, residents identified the following as the highest priority for City Council: “working with the school districts that serve Westminster to ensure availability of high quality public education.”

As discussed in the *Early Literacy* section, schools need City and Library support more than ever. A few of the ways we currently support local schools are:

- Homework Help Center at Irving Street Library
- Provide information on resources for tutoring and further education
- School visits for story times and sharing information on programs and services
- Tours and special programs in the Library for school groups
- Provide online resources accessible from home or school (databases)



Story Time at the Westminster Harvest Festival

Library Staff believe more can be done, starting with asking the schools and school staff questions such as “How can we support you? What are your needs? What gaps can the Library help fill?”

Some answers and possibilities might be:

- Dedicated after-school programming onsite at schools or in the Library
- Enhanced partnerships with FRCC especially in the Academic Success Center and the Gateway to College Program
- Host a Parent Night at the Library (an opportunity to speak directly with parents on their needs)
- Provide refresher courses to educators on the online resources the Library offers
- Offer to speak at educator meetings on Library resources
- Utilize the Youth and Family Services Librarian to better support and coordinate efforts
- Offer “teacher cards” to schools so that teachers may request teacher sets and place bulk holds on items

Within the last year (2015), the Westminster Public Schools hired specific staff to focus on connecting with the parents and caregivers of their students. The schools found that one area they struggle with is the engagement of non-English speaking families; that staff has already reached out to the Library to find out how these families can obtain library cards. After hearing the needs of the students and families, staff shared some of the Library’s programming, specifically the Adventure Pass Program and Speak English opportunities.

Business community

Westminster enjoys membership in a robust regional business community. However, the Library itself does not have many dedicated partnerships with local businesses. Our current partners provide prizes for Summer of Reading and other programs, as well as help support the Adventure Pass Program. Staff sees an opportunity to connect even more with a variety of business leaders. Some possible outcomes of partnerships include:

- Partner with businesses such as Da Vinci Institute or DigitalGlobe to provide technical expert presentations at the library
- Partner with the medical community to expand awareness on library resources and impact on the community such as Early Literacy to ensure every newborn in Westminster receives a book and library card.
- Provide display cases for businesses who sponsor library events or programs

- Work to offer job shadow opportunities onsite at local businesses for participants of the Job Hunt Help Program
- Partner with the business community to provide a maker-space.
- Provide business incubators (co-working spaces)
- Host job fairs at the Library
- Specifically for teens: pursue a partnership with Sparkfun to provide youth tech education such as computer programming, robotics, etc.

The Library acknowledges the responsibility of Staff and leadership to be outward facing and to “tell the Library’s story.” Some ideas to accomplish this:

- Active participation in local chambers and businesses
- Presentations to businesses on “How Can the Library Support Your Needs?”
- Librarians on the Loose at job fairs and networking events
- Partnerships with the City’s Economic Development division
- Partnerships with service organizations such as Rotary Club of Westminster



Internal Partners

Internal partners are a strong asset of the Library and should be utilized when possible. In the past, the Library has successfully:

- Hosted golf lessons in partnership with the Parks division
- Presented resume workshops in partnership with Human Resources
- Offered nature programming in partnership with Open Space
- Enhanced furnishings in partnership with Building Operations and Maintenance
- Strengthened community relations in partnership with Police and Fire

In the future, the Library can look to explore space shortages by offering programs at facilities with larger meeting spaces such as City Park Recreation Center and the Mature Adult Center (MAC). In addition, future programs such as Library Trivia at the Golf Course and Storytime in the Park are already under discussion.

Non-profits

Non-profits often face the same funding constraints as public libraries. Resource sharing between non-profits and libraries makes a lot of sense; mutually beneficial partnerships can help both entities tremendously.

A wide variety of non-profit organizations exist within the City of Westminster. The Library has collaborated with many of them on programs and events; one example is the Sunday Family Art Program at Irving Street in partnership with the South Westminster Arts Group (SWAG). Yet, there is opportunity for further partnerships, such as with the Adams County Workforce to offer complimentary job seeking classes and program.



Peer Libraries

One of the greatly underutilized partnerships for the Library is peer libraries in the Denver metro area. At this time, the Library lacks a large auditorium space for programs that draw large crowds, such as bestseller author events or job fairs. In the past, the Library has partnered with Broomfield Public Library to host a large event featuring a prominent author. In addition, Westminster and Broomfield also presented a very well attended program on the United States Naval Reserve (Women's Reserve), better known as WAVES, of World War II.

Partnering with peer libraries can address this space issue, as well as tap into other opportunities. For instance, Jefferson County Public Library recently opened their Dial-A-Program initiative to Westminster Public Library cardholders. This innovative program allows customers to phone in and listen and learn from the comfort of their home, or their car, or really anywhere. The Library is especially committed to enhancing the partnership with Jefferson County Public Library as Westminster straddles two counties (Jefferson and Adams) and yet Jefferson County Public Library does not currently provide library services in Westminster. Westminster residents residing in Jefferson County are currently assessed 4.5 mils in property taxes to pay for Jefferson County Library services. There are numerous opportunities for collaboration and resource sharing for funding or facilities.

Currently, Library Leadership and Staff meet regularly with various area library groups on topics such as information technology, reader's advisory, director topics, early literacy, and more, to learn from each other and share information. In fact, in 2017 the Westminster Public Library will aim to host four training symposiums. Invitations have been extended to interested staff from Broomfield, Jefferson County, and Anythink (Adams County) Libraries.

Most of the North Denver metro libraries have joined a consortium, the Flatiron Library Consortium, to share a common catalog, provide interlibrary loan services, and receive competitive pricing on databases and other online resources. Library Staff have determined it would be worthwhile to seriously consider joining the consortium. At this time, however, Front Range Community College is not interested in joining the consortium and because the Library shares a catalog with FRCC, joining the consortium would require a larger study to determine costs and benefits of such a move.

Recommendations for Goal Three: A Commitment to Partnerships

Planned	Phase 2	Phase 3
Planned Items can be completed during the life of this plan, within current financial projections. No additional budget requests or outside funding sources are needed to complete the action.	Phase 2 items are actions that cannot be completed within current funding projections, but if reasonable amounts of additional funding were to become available, could be completed. Not all action items will be completed, but some should be.	Phase 3 items are actions that cannot be completed without large infusions of outside money or items that are so low priority that they would only be completed after all of the Phase 2 items were funded.

Goal 3: A Commitment to Partnerships

Planned	Phase 2	Phase 3
Enhance relationships with peer libraries in the metro area including pursuit of an IGA with Jefferson County Public Library.	Host a quarterly Parent Night at each library location.	Investigate joining the Flatirons Library Consortium.
Provide leadership and support for the Library Grant Committee, including partnering with the city's grant management staff.	Partner with local workforce centers to host Job Fairs at the Library twice a year.	Explore opportunities to support after-school programming onsite at local schools through staff and volunteers or partnerships.
Repurpose current FTE to provide outreach specifically to businesses, community groups, and non-profits in the Denver Metro area.	Partner to create a library presence in an existing regional facility such as a hospital, or tech or business park.	Partner with Jefferson County Public Library to build a library facility located in the Jefferson County area of Westminster.
Partner with cultural, technology or related entities to build facilities that expand maker space opportunities.	Create a Homework Help Center at College Hill Library.	
Seek opportunities for use of an auditorium or similar sized space for large-scale library events.		

Chapter 7: Engagement and Empowerment

Goal 4: A Commitment to Engagement and Empowerment

What is engagement? An engaged community is one that is informed; participatory; and committed. The Library has the resources and skilled professionals to inform, the meeting space for participation, and the ability to create programs and opportunities to help Westminster citizens become or stay committed to their community.

What is empowerment? At their core, libraries serve as avenues for continuing education, personal growth, recreation and self-help. Through inclusive and thoughtful planning, opportunities for empowerment can exist for *all* library users. Some of the Library's most vulnerable users are the elderly, the homeless, those with special needs, and the homebound. The Library has a responsibility to offer specialized services to these typically underserved populations alongside the more traditional programs such as story time and book clubs.

The Library is committed to furthering civic engagement and citizen empowerment in Westminster by focusing on the following areas:

- Jobs and Economic Development
- Civic Engagement
- New Americans (speak English, citizenship, naturalization)
- Inclusivity

Jobs and Economic Development

The job hunt process used to be a lot simpler. When you wanted a job, you walked into an organization, completed a paper application, and handed a receptionist your resume. Or you scanned the want ads in the local newspaper and responded to those that caught your attention.

Today's job hunt process is very different. Job seekers need to be computer literate; for someone with low to no technology skills, or language barriers, attempting to gain employment in today's work force can be a daunting and often insurmountable task.

Not only do most jobs require at least some degree of technology familiarity, but the application process itself for the majority of organizations takes place online, requiring cover letters, resumes, and

Job Hunt Help
For Adults and Teens

Wednesdays, 5-7 p.m., Irving Street Library
7392 Irving St., Westminster, 80030

Make the library your Job Search Central. Now, every Wednesday, free one-on-one help is available to job hunters. Get help with online applications, resumes and cover letters, and looking for job openings.



Get the Job!

Library    

applications to be submitted via the organization's website or a third-party vendor's website.

And it is not just that these necessary documents need to be created (typed, edited, saved online in a shared drive like Google Docs or on a flash drive); often, Staff see job seekers come into the Library with a variety of other challenges: some do not have email accounts; others have never filled out a job application or had to provide a list of references.

There are other neighborhood resources, such as work force centers, besides the Library that provide job assistance. However, many work force centers offer limited hours; very few, if any, offer evening or weekend hours. For a job seeker, the Library is a place of friendly and useful connections. One of the most successful and popular places to connect is through the Library's Job Hunt Help program. Staffed by volunteers who are invested in seeing their neighbors find jobs, the program offers assistance on a variety of matters.

Other ways the Library helps include the following:

- In partnership with the City's Human Resources Division, providing a Seasonal Job Fair in spring 2017
- Offered a teen Job Preparation workshop and a One-on-One Job Hunt counseling session with the Business Development Representative from the Adams County Workforce and Business Center and the Governor's summer job hunt group
- Computer classes and technology access
- Gale web resources
- Online Resource Testing and Education Center
- Trained staff and volunteers to assist with job searches online

Public libraries help to bolster the economy by helping people find jobs, which allows them to spend money and rent or buy housing, which in turn provides money back to the community. Some further ideas include:

- Intentional partnering with the City's Economic Development Division
- Working to understand the behavior of library users and tap into this
- Connecting with Adams County and Jefferson County job centers and programs
- Offering story time at job centers while parents complete applications, etc.
- Working with city and local businesses to develop job shadow and intern programs
- Partnering job seekers with city staff across departments

Civic Engagement

Like most things these days, civic engagement must compete for citizens' time. Many people cannot attend City Council meetings due to work and family commitments. Others would like to be involved in civic activities but do not have the first idea of how to do so. The Library is poised to embed Staff in community events to get a pulse on current issues, offer refresher courses on how local government works, and even teach people how to communicate better to get their point across. As the Aspen Institute states in their report *Rising to the Challenge*, "the public library plays an important role in sustaining the civic health of the community in three ways: delivering government services, engaging citizens in the governing process and creating new opportunities."

Libraries, like many other public entities, are often tested during moments of civic strife. In 2015, the Ferguson Municipal Public Library in Missouri received the Gale/Library Journal award for Library of the Year for showing courage during crisis. *Library Journal* writes:

"The Ferguson Municipal Public Library (FMPL), MO, became a model for all libraries in the way it reacted to the crisis and the aftermath of riots brought on by the shooting of Michael Brown, a young African American man, by local police. The little FMPL, with its part-time staff, a growing cadre of volunteers and partners, and its director and sole full-time employee, was the one agency in town that stayed open to serve and support all the people of Ferguson. The library quickly became a safe haven and expressed a peaceful resolve, becoming a critical community anchor. Proud of FMPL, librarians nationwide reacted, as did media large and small, and all who heard of the library's calm leadership," (<http://lj.libraryjournal.com/2015/06/awards/2015-galelj-library-of-the-year-ferguson-municipal-public-library-mo-courage-in-crisis/#>).

During the riots, Ferguson Municipal Public Library sent the following tweet out into the community: "We are open 9-4. Wi-fi, water, rest, knowledge. We are here for you. If neighbors have kids, let them know teachers are here today, too."

We are here for you.

If there was ever a motto for public libraries, that is it.

"The America I love still exists at the front desks of our public libraries." Kurt Vonnegut

The Library strives to offer the same inclusive, accessible civic space – in good times and in bad times – to all of Westminster citizens and regional users. The Library currently supports civic engagement through the following resources and services:

- Citizenship preparation and naturalization ceremony
- Spanish conversation group
- Speak English Program
- Tax forms
- Community meeting rooms and spaces
- Maps for buses, bikes, city and trails
- Senior Resource Guide
- Voter information – blue books
- Access and applications for LEAP (Low income Energy Assistance Program)
- Access to PEAK (Online portal for Colorado residents to apply for medical, food, cash and childcare assistance)
- Display cases and informational stands on everything from water facts to emerald ash borers
- Citizenship Corner
- Great Decisions meeting space
- Democracy Now database
- Access to internet with supporting print and online materials

In addition, Library Staff and Leadership have sought to learn about, and provide input on, civic needs through the following:

- Involvement in the City's Inclusivity Task Force
- Input in to the Homeless Initiative
- Partnerships with Growing Home and Reforma (the National Association to Promote Library and Information Services to Latinos and the Spanish Speaking)
- Attendance at City Council meetings, citywide trainings, regional library and community meetings, ribbon cuttings

Some further ideas to explore:

- Host informational only Librarians on the Loose events on topics of various civic issues
- Host ‘Coffee with Your City Councillor’ events
- Host outreach and town hall-style meetings
- Promote access to information on affordable housing opportunities in Westminster
- Partner with Great Decisions to present opposing viewpoints, discourse, and discussions
- Provide more opportunities for residents to learn about the City via kiosks or informational flyers or displays i.e. “What’s Happening in Your City?”
- Offer Civic Engagement Symposia for the community and elected officials

New Americans

Public libraries have always sought to value diversity and be inclusive of all cultures and backgrounds including New Americans. Helping immigrants become citizens benefits the economy; communities with diverse culture are strong, interesting and dynamic places to live.

The American Immigration Council offers these thoughts:

“Over the coming decades, the United States will face an escalating need for new taxpayers to help fund Social Security and Medicare, new workers to take the place of retirees, and new healthcare providers to care for the elderly. Both Social Security and Medicare need new, younger workers to pay into the programs with their tax dollars. With the baby boomers set for retirement over the next few decades, and with fertility rates low among the native-born, many of these new workers and taxpayers will be immigrants. Many of them will be the children of immigrants as well. As of 2009, nearly one-quarter (23 percent) of all people age 17 and younger in the United States had at least one immigrant parent.

Children of immigrants are the fastest growing demographic group within the U.S. population. When these children become adults and join the workforce, the taxes they pay—as well as the taxes their immigrant parents pay—will help to sustain Social Security and Medicare. When it comes to the impending retirement of the baby boomers, U.S. policymakers must think beyond the current economic downturn and look at the decades that will follow. In doing so, they must recognize two fundamental truths about the economics of immigration to the United States. First, immigration has always been an engine of growth for the U.S. economy. Immigrants—and, eventually, their children as well—fill gaps in the labor force, create new businesses, and pay into the tax system.” (<https://www.americanimmigrationcouncil.org>).

One possibility is to work with the City's Inclusivity Board to evaluate the creation of an Immigration Integration Committee, the purpose of which would be to take the resources the Library currently offers to the next level:

- Enhanced Citizenship Preparation courses
- More frequently held Naturalization Ceremonies
- Dedicate funds for materials purchases for the Irving Street Citizenship Corner
- Provide a Write English program to complement the Speak English program
- Fund a wider variety of print, audio/visual, and online resources

Inclusivity

The City of Westminster and by extension the Library place a premium on providing inclusive services. In November 2015, City Council unanimously approved the formation of the Westminster Inclusivity Board. From the City's website:

"The Inclusivity Board assists City Council in proactively addressing inclusivity issues in the City of Westminster. The Inclusivity Board envisions a diverse, healthy and inclusive Westminster. The mission of the Board is to foster this vision by encouraging collaboration, education, advocacy, empowerment and engagement encompassing all Westminster residents, businesses and their employees, community organizations, nonprofit agencies and governmental entities,"
[\(http://www.ci.westminster.co.us/GetInvolved/BoardsCommissions/InclusivityBoard\)](http://www.ci.westminster.co.us/GetInvolved/BoardsCommissions/InclusivityBoard)

In addition, the City actively works to build a welcoming community. Consider the following statement, issued in December 2016:

"The City of Westminster, Colorado is home to diverse communities, including immigrants from Mexico, refugees from Laos and many other cultures and identities. As a city, we have been and will continue to be committed to the public safety, health and quality of life of all residents regardless of race, immigration status, ethnicity, sex, sexual orientation, gender identity or expression, religion, national origin, age, or physical or mental ability."
[\(http://www.ci.westminster.co.us/News/NewsArchives/Article/3147/Building-a-welcoming-community-in-Westminster-Colorado\)](http://www.ci.westminster.co.us/News/NewsArchives/Article/3147/Building-a-welcoming-community-in-Westminster-Colorado)

"Libraries will get you through times of no money better than money will get you through times of no libraries." Anne Herbert

For many underserved and diverse populations in the community, the Library is a safe haven. It is a free, warm, comfortable place where one can interact with others, or enjoy quiet time, or simply browse the collections and enjoy recreational reading. The Library uses the terms “underserved” and “diverse” to describe special populations such as:

- LGBTQ (Lesbian, Gay, Bisexual, Transgender, Queer or Questioning) Community
- Teens
- After school kids
- The elderly
- Homeless and transient persons
- The homebound
- Veterans
- Immigrants
- Parolees and those who have been recently incarcerated
- Special needs adults and children

The Library works to serve these special populations with purpose and thought. Many of them do not have any other place to go. Consider, for one example, the LGBTQ Community, specifically youth. Over 40% of homeless youth identify as LGBTQ. What can the Library do to be an inclusive space for homeless LGBTQ youth and other underserved populations? Some ideas include the following:

- Partner with service providers to understand what the needs are (*in progress as of December 2016 with Metro Denver Homeless Initiative – Irving Street Library will host Mobile Assessors to provide vulnerability assessments to understand resource matching with highest at risk populations*)
- Display a Safe Space Sticker in each Library location that signals a space as welcoming, supportive and safe for all identities
- Maintain a diverse collection of non-fiction and fiction materials on LGBTQ topics
- Provide training for staff on respectful interactions with homeless and transient persons
- Continue to offer free programming on a wide variety of topics as a source of education
- Enhance the homebound services currently offered to Jefferson County residents in Westminster through the partnership with Jefferson County Public Library
- Explore homebound services to Adams County residents in Westminster
- Examine current policies and procedures to ensure they take into account the special needs of various populations

Recommendations for Goal Four: A Commitment to Engagement and Empowerment

Planned	Phase 2	Phase 3
Planned Items can be completed during the life of this plan, within current financial projections. No additional budget requests or outside funding sources are needed to complete the action.	Phase 2 items are actions that cannot be completed within current funding projections, but if reasonable amounts of additional funding were to become available, could be completed. Not all action items will be completed, but some should be.	Phase 3 items are actions that cannot be completed without large infusions of outside money or items that are so low priority that they would only be completed after all of the Phase 2 items were funded.

Goal 4: A Commitment to Engagement and Empowerment

Planned	Phase 2	Phase 3
Explore ideas for bringing city civic engagement into the Library (e.g. a Saturday morning Coffee with a Councillor program).	Ensure programming resources are shared between Irving Street Library and College Hill Library.	Partner to create homebound services to Adams County residents who live in Westminster.
Form Immigration Integration Committee.	Create a dedicated library programming budget.	Host a yearly Civic Engagement Symposium with participants from a wide range of organizations and entities.
Offer continuous training on serving special and underserved populations.	Fund materials for the Citizenship Preparation Program (<i>USCIS is no longer providing free materials</i>).	
Provide information on multiple city programs and departments during Librarian on the Loose Events.		
Create a “City Information” kiosk at each Library.		

Chapter 8: Outreach

Goal 5: A Commitment to Outreach

The Library is committed to reaching out into the region and meeting customers where they are. The Library is no longer content to wait for users to come to it; Staff want to establish deep roots that spread out and touch all aspects in the community.

Some key areas to focus on:

- Access points
- Marketing
- Addressing non-users
- Increasing existing users
- Events
- Programs
- Advocacy
- Free and equitable access

Access Points

Currently, the Westminster Public Library occupies two physical buildings (Irving Street and College Hill), one virtual presence (Online Westminster Library), and a small satellite library station (West View Recreation Center). While Westminster Public Library lacks a presence in the west and northeast areas of town, it is important to note that through the Colorado Libraries Collaborate! Program, any Colorado public library cardholder (including Westminster residents) can check out materials from any participating library in the state. Many residents in the northeast part of town regularly use the Mamie Doud Eisenhower Public Library in Broomfield and the Anythink Library Wright Farms in Adams County. Similarly, many residents in the west regularly use Jefferson County Public Library's Standley Lake Branch. There is further opportunity to take advantage of high traffic areas such as Westminster Station, Downtown Westminster, and Standley Lake to provide library services in these places as well.

What is an access point for library resources? In addition to new or renovated buildings, another way to deliver access is by way of kiosks. For instance, a self-serve kiosk at Westminster Station could provide commuters with the opportunity to check out and return materials. Standley Lake attracts a large number of campers and out-of-towners; why not provide a couple of kiosks that allow for Internet access and printing? Visitors could then use the kiosk to reserve and print one of the library's Adventure Passes and visit one of the City's local attractions such as the Butterfly Pavilion for free.

In addition, the Library could look for larger access points that can provide resources to underserved sections of the City, including a small branch at Downtown Westminster or perhaps north by the Orchard. By tapping into the Library's ability to partner with city facilities and departments, new services could reasonably be implemented in areas all around the City.

Marketing

Time and time again, the Library has struggled to tell its story. The Library lacks a strong identity in the community; signage is outdated and inconsistent to the point that many customers do not realize the Irving Street and College Hill locations are both part of Westminster Public Library. In addition, too often staff hear from customers the mistaken belief that the College Hill location is an academic library for Front Range Community College students only.

Branding and marketing improvements are critical if the Library is to continue to grow in the community and remain useful and essential. Some ways this can be addressed are:

- Dedicated FTE for Marketing and Outreach purposes
- Enhanced partnership with the Parks, Recreation and Libraries Department Marketing and Outreach Team
- Continued efforts of the Library Public Relations Team
- Creation of a recognizable library brand

Addressing non-users

Godfrey's Associates, Inc. conducted a telephone survey of Westminster residents who had not visited either the College Hill Library or the Irving Street Library in the past twelve months. 403 residents were surveyed, with the results having a margin of error of +/- 5% with a 95% confidence interval. The intent of the survey was to understand why residents do not use the library.

Respondents were allowed to choose more than one reason. Below are the most popular responses given and how the Library plans to address each of them:

"I have a computer at home and/or the office with access to the Internet." – 76% of respondents

"I buy the books, music, movies I want to read." – 56% of respondents

Computers, Internet access, and materials such as books and movies are just some of the many resources the Library offers. Staff believes one key to attracting these two segments of non-users to the library is through unique programs and opportunities for social and civic engagement. Examples of this are the Library's Community Celebrations (Special Events) such as the Dr. Who, Star Wars,

and Harry Potter parties. These are events that are unique to the library, not found anywhere else in the City. The Harry Potter parties, held in November and December of 2016, were hugely popular, attracting nearly seven hundred participants in total.

“I do not use the Library because of time constraints.” – 40% of respondents

Multiple access points across the City for Library services would make it convenient for busy families and working adults to be able to utilize resources. In addition, a more robust library app and/or mobile friendly webpages allow for resource use “on the go.”

“Have a lack of interest.” - 34% of respondents

Again, Staff believe a lack of interest in libraries may stem from not understanding what the public libraries of today can offer. The Library could look to use surveys and Godfrey’s community assessment to target areas of interest.

“I use another library.” – 20% of respondents

Fair enough. Why? Library Staff would like to more deeply investigate this response. Are there things Staff should look at changing to be more complimentary with other area libraries? Enhancing the partnerships with area libraries would allow staff to determine where there are service gaps and service duplicities.

“Health problems.” – 15% of respondents

The Library envisions creating meaningful partnerships with local hospitals, nursing homes, and senior living centers. If health problems prevent residents from coming into the library, then the Library should be available to them. Jefferson County Public Library currently offers a homebound delivery service to Jefferson County residents and Anythink Libraries has a bookmobile that takes services to Adams County neighborhoods. Westminster Public Library imagines a service that falls somewhere in the middle.

“Lack of information about WPL services.” – 14% of respondents

As noted above in the Marketing section, the Library recognizes it has an identity problem on its hands. Enhancements to outreach, marketing, signage, and web and print information sources can help to address this problem.

“Inconvenient hours of operations.” – 12% of respondents

The Library currently does not have the FTE or the funds to keep the College Hill or Irving Street doors open twenty-four hours a day, seven days a week. To supplement this, the Online Westminster Library offers access to resources 24/7. The access points discussed above can help address inconvenient hours of operations.

An important future step might also be to offer services at non-traditional times. For instance, provide a Job Hunt Help class from 9pm to midnight, perhaps at a local coffee shop or fire station, so that people who work non-traditional hours or have family or school obligations can attend.

Increasing Existing Users

As part of their assessment, Godfrey's was charged with analyzing existing customers (Library users) and determining potential customers (infrequent or non-users). To further analyze Library users and the Library's marketplace, the consultants also did the following:

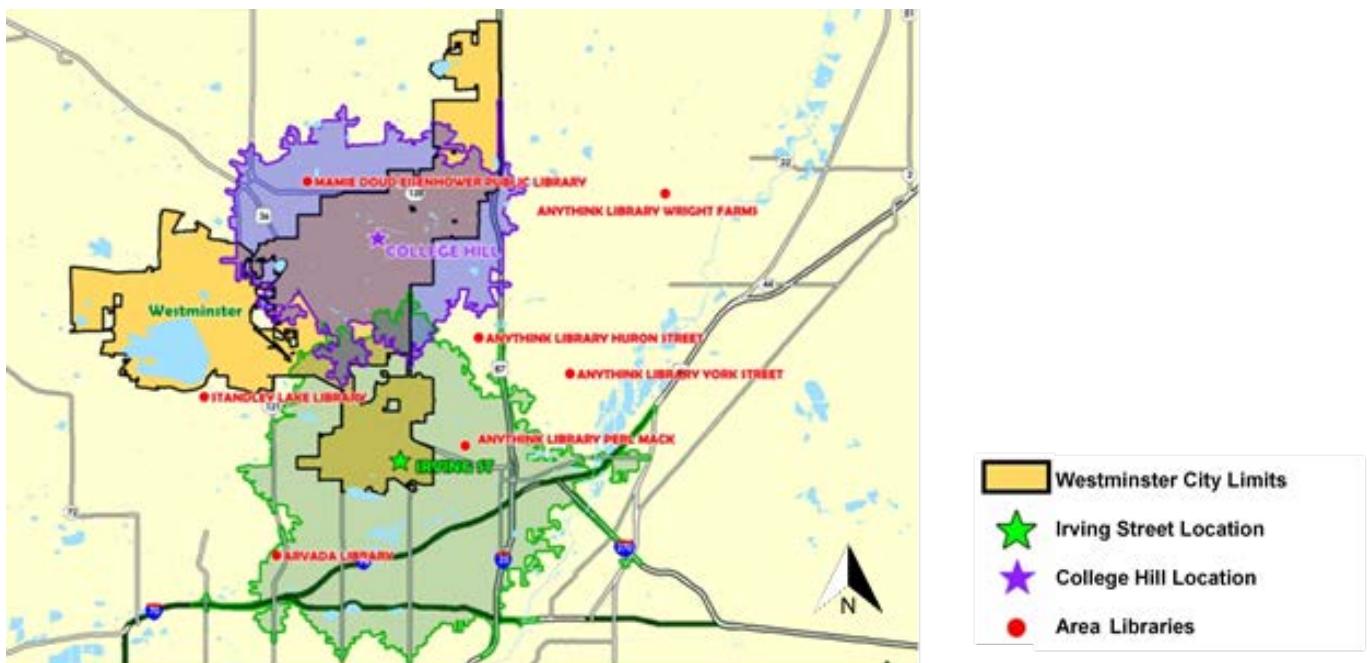
- Data gathering and analysis
- Drive time trade area analysis for each branch
- Development of core customer profiles, by branch and by the Library system-wide
- Development of non-borrower profiles
- Analysis of market penetration

Godfrey's Associates conducted a drive time trade area analysis, finding that (at the time of the report) the Library had 129,606 card holders. Of these, 120,190 were able to be geo-coded to the cardholder's address. Of those, 72,377 unique addresses were found; in other words, as expected, several households in Westminster have more than one resident registered as a library cardholder.

Three important findings came from Godfrey's drive time trade area analysis:

- A large majority of College Hill Library customers live within a twelve-minute drive time from College Hill
- A large majority of Irving Street Library customers live within an eleven-minute drive time from Irving
- There is minimal overlap of the drive time trade areas of the two existing Library branches

The map below shows the Godfrey's drive time analysis. The purple area represents the region that falls within a twelve minute drive time from College Hill. The green area represents the region that falls within an eleven minute drive time from Irving Street.



Godfrey's was further charged with analyzing existing customers (Library users) and determining potential customers (infrequent or non-users). Knowing and understanding who currently uses the Library is important; this information can help drive strategic decisions that align available resources with community needs and priorities. In addition, determining potential customers to help Staff and Leadership understand who in the community may not be reached or served by current programs, facilities, and resources.

To analyze existing users and determine potential customers, Godfrey's partnered with a market analysis consultant, Buxton Data. Buxton utilized Experian's Mosaic consumer lifestyle market system that offers examines data to create household profiles on things like purchasing behavior, media habits, demographics, behaviors, and more. Further details about Mosaic USA may be found at: www.experian.com/marketing-services/consumer-segmentation.

Buxton matched actual library cardholder data (addresses and phone numbers) with Mosaic USA customer segments to create customer profiles. From this process, core customers were identified. An example of a core customer for the Library is what Mosaic groups as Segment I33: *Balance & Harmony*. *Balance and Harmony*, as defined by Mosaic, is “middle-class families living lively lifestyles in city-centric neighborhoods.”

Another example of one of the Library's core customer groups is *Segment R66: Dare to Dream*. *Dare to Dream* is comprised of "Young singles, couples, and single parents with lower incomes starting out in city apartments."

Of particular interest to note is that College Hill and Irving Street Libraries have very different core customer profiles. In fact, there are only three segments in common. These segments as defined by Mosaic are:

- J34: Aging in Place: Middle-class seniors living solid, suburban lifestyles
- O50: Full Steam Ahead: Younger and middle-aged singles gravitating to second-tier cities
- O54: Striving Single Scene: Young, singles living in Midwest and Southern city centers

There is much data still to be analyzed by Library Staff and Leadership. Moving forward, the customer profiles identified will help the Library align services and resources in specific areas. In addition, the data collected will likely drive future decisions in programming, materials' purchases and furniture and space design. Further, an analysis of the non-user data collected will provide Staff with ideas to devise concentrated marketing strategies to reach these non-users.

Library Leadership anticipates building upon what we are already doing well. One strategy may be to reach out to specific non-users by looking to a non-user group closest to a current user group in terms of demographics and lifestyles; as an example, offer a program to the Striving Singles but tweak a few things to draw in the Status Seeking Singles.

Of course, it is important to acknowledge that just because a particular customer group exists in the community does not mean they need to be targeted as a potential user group; it simply does not make sense to expend resources in the hopes of targeting every customer group.

The City of Westminster retained ownership of all databases created for the project. To view the full report from Godfrey's, along with descriptions of the different core customer profiles, please click here:

http://www.ci.westminster.co.us/Portals/0/Repository/Documents/Libraries/Godfrey_s%20Report.pdf?ver=2017-02-01-100752-767×tamp=1485968926037

Events

The Library currently has a presence at a number of Westminster events such as Westy Fest, the Summer Block Party, and Movies in the Park. In addition, as mentioned above, the Library hosts popular community events such as Halloween at Hogwarts, Tri-Wizard Yule Ball, and more. Further, in the past year, the Library has experimented to great success with Librarians on the Loose (LOL). LOL is an outreach concept that places library staff at unexpected locations such as:

- grocery stores
- nursing homes
- parks
- schools
- businesses

Typically staffed by two employees or volunteers, LOL creates an element of surprise. Many passersby have remarked “What is the Library doing here?” sparking a conversation about library resources and services.



The Library imagines expanding the LOL concept to the next level: Pop Ups. A Pop Up can be:

- a bike trailer
- a converted ice cream vendor cart
- a wagon
- a truck or van
- a wardrobe on wheels

Library Staff “pop up” at various places and offer unexpected, unusual surprises to the community. One example might be on a busy Saturday on the Big Dry Creek Trail. As families bike along the path, they stumble upon a Pop Up Story Time. Kids can take a short rest, listen to a story, and parents are surprised and delighted. Another example could be library visits at a local hospital, where a traveling puppet show provides entertainment to patients. The point of the Pop Up is to expose the Library to people who may not otherwise know it exists.

Programs

The Library has a plethora of programs to choose from to offer to the public. One way to decide if a program should or should not be offered is to determine if the program is transformative in some way. Staff ask, “How will a person attending this program be changed for the better? What will they learn, how will they grow, what will they take and share with others?”

The best programs bring together friends, families, and communities. The Library currently offers a wide range of programs for guests of all ages such as:

- Story times
- Summer Reading Program
- Adventure Pass
- Book Clubs
- Art Programs
- Classes
- Hobby and Maker Classes

Many are educational, some are recreational, and a lot are just plain fun. The majority of these programs, however, take place within library walls. We imagine taking dynamic and relevant programs out to the community by holding them at places like the recreation centers, City Hall, the trails and parks, and at our partners’ locations.

Splash into Literacy, S'More Stories at Standley Lake, and the Adventure Pass Program are three examples of how the Library has done this successfully. Splash into Literacy offers story times combined with swim lessons at the Swim and Fitness Center, and the Standley Lake program offers story times by the campfire. The Adventure Pass Program provides free access to explore cultural and recreational attractions in the Denver metro region. Launched in 2015, the program now offers eleven different locations that library patrons can visit for free with a pass reserved with their library card.

One of the Library’s most interactive programs recently was the John F. Kennedy display wall. The Library set out blank cards for customers to answer the question of ‘Where were you on November 22, 1963?’ As you can see from the picture below, this was very popular:



Advocacy

Beloved public libraries have community champions that actively advocate for the library. Godfrey's Associates, Inc. conducted a focus group with board members of the Friends of the Library. Godfrey's states "it was made clear that fundraising through book sales, and not advocacy, is the purpose of the current Friends of the Library organization."

Funds raised by the Friends go towards supporting many of the Library's most popular programs, including Summer Reading, Special Events, and Speak English. The Friends of the Library Board meets with Library leadership every other month and has a presence at the City's annual Orchard Fest and other special events.

On average, the amount donated to the Library by the Friends in a given year is \$13,000 - \$18,000. Since it was incorporated in 1995 as Federal 501 (c) 3 (non-profit), the Friends of the Library has donated to the Westminster Public Library \$261,421. Funds have been generated through used book events, Gift Shop/used book and gift sales, donations and membership fees.

Increased advocacy for the Library by the Friends and other local organizations and individuals can help strengthen the Library's identity in the community. Godfrey's recommends that Library leadership begin with contacting "United for Libraries and seek advice and assistance in developing a strong Friends of the Library that both advocates and raises funds for Westminster Public Library."

Free and Equitable Access

The mission of public libraries has historically been one of free, equitable access for the public to computers, the Internet, materials, programs, training, community spaces, and more. Revenue generation cannot be the goal of the public library if the library wishes to remain an inclusive community space. In fact, state law supports the expectation that public library services are free. Colorado Revised Statute 24-90-102, a legislative declaration, reads:

“The general assembly hereby declares that it is the policy of this state, as a part of its provision for public education, to promote the establishment and development of all types of publicly-supported free library service throughout the state to ensure equal access to information without regard to age, physical or mental health, place of residence, or economic status, to aid in the establishment and improvement of library programs, to improve and update the skills of persons employed in libraries through continuing education activities, and to promote and coordinate the sharing of resources among libraries in Colorado and the dissemination of information regarding the availability of library services.”

Given that revenue generation is not a goal of the Westminster Public Library, the Library does have, on average, a yearly revenue of over \$100,000. This revenue is generated from meeting room fees and library fines from overdue and lost materials. The Library’s Fines and Fees Policy ensures that materials are returned in a timely manner, thus allowing all users access to the collection.

Godfrey’s Associates, Inc. was tasked with assessing the Library’s budget. Their findings show that on a per capita basis, the Library “consistently ranks in the bottom one-third of ten Front Range peer public libraries – many of which are municipal libraries” (Ch.3, pg. 3.3). These peer libraries are Boulder, Broomfield, Denver, Longmont, Louisville, Jefferson County, High Plains, and Anythink.

Below is a comparison that Godfrey’s conducted, typical of their approach to compare various statistics among public libraries, using 2014 per capita data (the most complete data at the time of Godfrey’s initial assessment in spring 2015):

Godfrey's Analysis:

2014	Total Expenditures	Local Revenue	Print Volumes	Library Visits	Circulation
WPL	\$32.03	\$26.61	1.58	3.89	8.89
Peer Average	\$47.73	\$48.73	1.98	5.9	11.88
Peer Rank	10 of 10	10 of 10	8 of 10	9 of 10	9 of 10
State Median	\$47.42	\$42.71	3.87	7.85	9.47
State Average	\$58.15	\$59.19	5.58	9.76	10.81

In addition, Godfrey's made further observations of data comparison for 2014:

Topic	WPL's rank among peers
Registration as a percentage of population	7 out of 10
Attendee per program	8 out of 10
Print volumes per capita	8 out of 10
Number of computers per capita	10 out of 10
Use of computers per capita	1 out of 10
Per capita metrics of library visits	9 out of 10
Per capita metrics of circulation	9 out of 10
Expenditures for professional development of staff	9 out of 10

Although this data does not reflect how many computers a resident might personally own, or their availability to attend library programs, as Godfrey's writes, "the ability of Westminster Public Library to provide quality service for City residents and businesses will largely depend on available and sustainable funding...to successfully implement the Library Master Plan recommendations, it will be incumbent that the annual Library operating budget increases over the next few years" (Ch.7, pg. 7.3).

Recommendations for Goal Five: A Commitment to Outreach

Planned	Phase 2	Phase 3
Planned Items can be completed during the life of this plan, within current financial projections. No additional budget requests or outside funding sources are needed to complete the action.	Phase 2 items are actions that cannot be completed within current funding projections, but if reasonable amounts of additional funding were to become available, could be completed. Not all action items will be completed, but some should be.	Phase 3 items are actions that cannot be completed without large infusions of outside money or items that are so low priority that they would only be completed after all of the Phase 2 items were funded.

Goal 5: A Commitment to Outreach

Planned	Phase 2	Phase 3
Maintain a dedicated budget for outreach events.	Create Pop-Up Library opportunities to be integrated at locations throughout the City (public, public-private partners, etc.)	1.0 FTE Librarian to coordinate library outreach and marketing.
Provide staff with training opportunities to increase understanding of changing nature of programming in libraries.	Improve and expand shared programs, such as the Adventure Pass Program to include a larger audience and opportunities (e.g. ski pass, Waterworld, amusement parks, etc.)	Install library kiosks at various points across the city for customers to access e-materials and research resources.
Partner with unique businesses to reach new users (such as 2016's successful Westy Craft Beer Tour in partnership with local breweries).	Increase programs at the Library to include quarterly themed multigenerational Special Events.	

Chapter 9: Conclusion

Since 1919, Westminster Public Library has served the citizens of Westminster and non-resident guests with inclusive services, innovative programming, and a robust collection of materials. As the Library approaches its one hundred-year anniversary, it is essential to acknowledge the achievements of the past and look to the opportunities of the future.

The most beloved public libraries in the country are truly community resource centers. They support life-long learning, with something for everyone at each stage of their life. From early literacy initiatives to “memory cafes,” where Alzheimer patients and their caregivers can find social connections, public libraries are at the forefront of meeting the needs of customers. As Ferguson Municipal Public Library tweeted during the 2014 riots in Ferguson, Missouri, “we are here for you.”

Advances in technology have created new ways of connecting and accessing information. At the same time, a digital divide continues to exist in society; there are many who have neither the tools nor the skills to fully access this ever evolving digital world.

Beyond the digital world, or perhaps in response to it, there is a trend towards a return to the tactile, to making things and creating objects. Maker and hobby spaces have exploded in popularity over the last several years. Yet there continue to be shortages in the number of qualified applicants for a variety of positions in the skilled trades sector, including machinists, construction workers, and repair experts.

Public libraries that wish to remain relevant, vibrant spaces in the community must acknowledge these and other trends. The Westminster Public Library Master Plan 2017-2021’s focus on literacy, place, partnerships, engagement and empowerment, and outreach offers a framework through which to view societal trends and changes, as well as guide staff towards strategic, fiscally responsible decisions.

The master plan addresses three key questions: What is the Library doing well? Where do gaps in service exist? What does the public library of the future look like?

The Library enjoys a high rating of approval from Westminster citizens. Yet, there are gaps in service in the five focus areas. Working to shorten and eliminate these gaps will be the focus of the next five to seven years of efforts for staff and leadership.

The Westminster Public Library of the tomorrow is a gathering place where people of all ages, abilities and backgrounds can come together and learn from, and engage with, one another.

Diversity and inclusivity are celebrated. Staff and the public work together to provide a safe, welcoming environment for multicultural opportunities. Transformative programs meet the needs of Westminster citizens and attract regional visitors.

The Westminster Public Library of tomorrow as a concept, an idea, is flexible and mobile and meets users and non-users where they are, be it at schools, businesses, parks, or trails. Westminster is celebrated for the beautiful, vibrant city it is and the Library is embedded across and in the community in new, unique, non-traditional ways. Partnerships are strong; resources are shared and innovative ideas flourish and benefit from staff from different organizations coming together.

The Westminster Public Library of tomorrow will come from the planning and decisions of today.

What do you see when you look to the Westminster Public Library of tomorrow?