The Next Chapter Starts With You



Strategic Plan

2027 - 2031





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Fort Worth Public Library



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Letter from the Director

Dear Fort Worth Community,

It is my pleasure to share the new Fort Worth Public Library Strategic Plan, a roadmap for how we will continue to serve our growing and changing community. This plan reflects our belief that the Library is more than a collection of books or a network of buildings. It is a place where people learn, connect, explore ideas, access opportunity, and find trusted support. The plan establishes a clear direction for strengthening that role and ensuring that our services, programs, resources, and spaces remain responsive to the people of Fort Worth.

This plan was shaped through research, data analysis, benchmarking, and extensive engagement with community members, Library employees, City leaders, and community partners. The community shared their experiences and priorities through surveys, online engagement activities, mapping exercises, and public comments. A statistically valid community survey also provided input from 457 respondents through a random household sample. Community and employee task forces helped interpret the findings, identify the Library's strengths and opportunities, and inform the plan's direction.

The resulting Strategic Plan is organized around five important roles for the Library: Lifelong Learning, Access and Technology, Community Space, Community of Readers, and Trusted Partner. Together, these roles describe how the Library will help people build skills, connect with information and technology, gather with others, discover books and ideas, and access community resources and opportunities. Each role is supported by goals, strategies, and measures that will help translate this shared direction into meaningful and measurable action.

I am grateful to everyone who contributed their time, experiences, ideas, and aspirations to this process. Your voices helped create a plan that belongs to the entire community. As we move from planning to implementation, we will continue working with our employees, partners, and community members to turn these priorities into action, track our progress, and adapt as community needs evolve. I invite you to explore the plan, see how your input has shaped our direction, and join us as we begin the Library's next chapter.

Sincerely,





Midori Clark
Director, Fort Worth Public Library


Treasure Chest
Counting Box

Mission

Building a community of learners, dreamers, and doers.

Vision

Your community gathering place for learning, self-discovery, shared experiences and personal growth.

Values

Customer-focused

We are committed to service excellence and treating all of our internal and external customers with respect and courtesy. We welcome input and feedback from all, and we strive to deliver personalized experiences.

Community-driven

We are committed to working closely with the community to ensure mutually beneficial outcomes. We are committed to partnering with like-minded organizations, and combining forces for the greater good of our community.

Curious and creative

We believe in the power of insatiable curiosity and creative expression. We ask questions. We seek answers. We embrace change.

Inclusive and accessible

We are a safe space where all are welcome and valued. We aim to be accessible and approachable, to accommodate differences, and to honor the diversity of our community.

Trustworthy and accountable

We are good stewards of taxpayer dollars, and we embrace transparency and engage in all endeavors with honesty and integrity.



Roles of the Library





Lifelong Learning

FWPL facilitates opportunities for community members to learn, grow, explore, and build skills at every stage of life.

Goals of Lifelong Learning

Community members regularly turn to the library to support personal, educational, and professional growth.

Learning opportunities reflect community needs and interests.

Employees are empowered to continuously develop their own knowledge and skills to better support learners.

More customers participate in learning experiences at the library and throughout the community.



Lifelong Learning Strategies

- Expand literacy-focused programming for children, teens, and adults.
- Develop more adult programs.
- Rebalance programming toward community-identified learning needs.
- Partner with schools, colleges, FWISD, and community organizations to provide learning programs outside library walls and connect students and families to FWPL resources.
- Leverage outside experts and community partners to teach specialized topics, with library employees serving as facilitators, connectors, and resource guides.
- Clarify the library's role as a learning partner.
- Invest in ongoing professional development, training, and self-directed learning opportunities for FWPL employees to strengthen skills, explore new ideas, and improve library services.
- Equip employees to serve as knowledgeable facilitators, connectors, and resource guides for learners of all ages.



Measures of Lifelong Learning

1. **Total programs.**
2. **Total program attendance.**
3. **Participants reporting they learned something new.**
4. **Positive outcomes from learning-based community partnerships.**
5. **Employee training and professional development hours.**



Access and Technology

FWPL opens doors by making information, technology, online resources, and library services available to as many community members as possible.

Goals of Access and Technology

- More community members can easily discover and use library services and resources.
- Customers can connect with library resources through multiple convenient channels.
- Barriers to accessing library services are reduced.
- Employees have the technology, tools, and training needed to deliver exceptional service.



Access and Technology Strategies

- Provide access to technology through reliable public computers, devices, and emergent technology.
- Improve digital access through a mobile app, easier online resource navigation, better website usability, and clear instructions for using library resources remotely.
- Increase awareness of free library services through targeted marketing, social media, flyers, QR codes, and promotion of underused resources.
- Increase access to technology-based learning.
- Offer practical technology and digital help.
- Analyze data usage and communicate the story of library operations.
- Reduce access barriers through additional Open Access locations, transportation-related partnerships, accessibility audits, and service options for customers who cannot easily visit branches.
- Provide employees with the technology, equipment, training, and support needed to deliver effective and responsive library services.
- Regularly assess public and employee facing technology to identify access, usability, and training needs.



Measures of Access and Technology

1. **Active cardholders and new library cards issued.**
2. **Digital resource usage.**
3. **Public computer sessions.**
4. **Wi-Fi usage and sessions.**
5. **Emergent technology utilization.**
6. **Website visits.**



Community Space

FWPL strengthens community by providing welcoming, low-barrier spaces where customers can gather, connect, participate, and feel a sense of belonging.

Goals of Community Space

- Library spaces are vibrant destinations for gathering, learning, working, and connecting.
- Customers view libraries as welcoming and inclusive community spaces.
- Branches reflect and strengthen neighborhood identity.
- Customers and employees benefit from safe, useful, and inviting facilities.



Community Space Strategies

- Create more flexible spaces within libraries and make better use of available spaces.
- Improve older branches and outdoor areas.
- Strengthen each branch's neighborhood identity.
- Host more informal gathering opportunities.
- Expand civic engagement opportunities.
- Promote the library as a welcoming, no-cost public space.
- Create more self-guided and experiential activities inside branches.
- Maintain clean, safe, welcoming, and useful library spaces for customers.
- Provide employees with comfortable and collaborative work spaces.
- Regularly assess buildings, furnishings, outdoor areas, and employee workspaces to identify maintenance and improvement needs.



Measures of Community Space

1. **Annual library visits.**
2. **Meeting room usage.**
3. **Study room usage.**
4. **Facility condition assessment.**



Community of Readers

FWPL connects customers with books, stories, ideas, and trusted resources that support lifelong reading, personal growth, and a deeper understanding of the world around them.

Goals of Community of Readers

- More customers discover and engage with books, stories, and library collections.
- The library is viewed as a trusted source of information and guidance.
- Collections reflect the interests, needs, and diversity of Fort Worth.
- Employees confidently connect people with books, resources, and information.

Community of Readers Strategies

- Maintain and expand diverse, balanced, multilingual physical and digital collections.
- Strengthen employees' knowledge of books and focus on readers advisory.
- Encourage employees to promote reading at all levels.
- Offer information literacy, media literacy, and AI literacy.
- Improve public awareness of trusted resources.
- Highlight employees' expertise and position library employees as trusted guides.
- Communicate why FWPL supports intellectual freedom, diversity of collections, access, and credible information.
- Improve catalog and discovery tools.
- Support, preserve, and provide access to local history.

Measures of Community of Readers

1. **Total circulation (physical and digital).**
2. **Active borrowers.**
3. **Holds fulfillment rate and wait times.**
4. **Summer Reading participation.**
5. **Literacy program participation.**



Trusted Partner

FWPL works with customers, neighborhoods, City departments, schools, and community organizations to respond to emerging needs and connect people with resources that improve quality of life.

Goals of Trusted Partner

- Strong partnerships expand the library's reach and impact.
- Customers experience the library as a connected and trusted community resource.
- Employees are empowered to identify needs, share ideas, and respond to emerging opportunities.
- FWPL is recognized as a trusted and responsive community partner.



Trusted Partner Strategies

- Build stronger two-way partnerships with City departments, community centers, schools, local chambers, neighborhood groups, grassroots organizations, and community partners.
- Position library employees as trusted experts who understand FWPL resources, neighborhood needs, and opportunities for community connection.
- Provide employees with the training, information, and decision-making support needed to respond effectively to community needs.
- Encourage employees to share ideas for improvements and services responsive to community needs.



Measures of Trusted Partner

1. **Number of outreach connections.**
2. **Positive outcomes from community partnerships.**
3. **Employee engagement/satisfaction.**
4. **Implement employee-generated ideas for improvement.**

Next Steps

Each year, Fort Worth Public Library will develop annual work plans that identify the specific actions, initiatives, and projects that will advance the strategies outlined in this roadmap. Progress will be monitored through the established performance measures, allowing the organization to evaluate results, report accomplishments, and adjust priorities as community needs evolve.







Fort Worth
Public Library

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