



Curating Connections

Pueblo City-County Library District
2016-2020 Strategic Planning Initiative



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Mission, Vision and Motto

Mission

We serve as a foundation for our community by offering welcoming, well equipped and maintained facilities, outstanding collections, and well-trained employees who provide expert service encouraging the joy of reading, supporting lifelong learning and presenting access to information from around the world.

Vision

Books and Beyond

Motto

Ideas, Imagination & Information

Letter from the President of the Board of Trustees

It is my privilege and pleasure to share with you the Pueblo City-County Library District 2016 – 2020 Strategic Plan. Our library district is certainly at an amazing place in its vibrant history and one may be hard-pressed to imagine where we can go from here – as, over the course of the past decade, PCCLD has positioned itself as a leading library in the state of Colorado and the nation.

Looking back, we have enjoyed much success as a district to include the construction of new library branch buildings in underserved communities and implementation of new automated methods in our material handling processes. Those two major undertakings, alone, allowed us to extend our outreach as a district and allowed our team of library professionals to focus more of their time and energy on our loyal patrons. Though stopping there would have been easy, with a well deserved pat on the back, our dedicated staff continued to strive for excellence. Last year, their hard work and dedication paid off once again; according to the most recent Public Library Report published by the Library Research Service – an office of the Colorado State Library - PCCLD was ranked the number one library in visits (per capita) and program attendance as well as the number four library in circulation when compared to our peer libraries across Colorado.

In 2014, PCCLD began work on planning for the future and this document is the culmination of much time, effort, and collaboration in that planning process. This strategic plan represents the goals and ideas established by PCCLD staff, stakeholders, and the Pueblo community. Upon careful consideration of the data collected, six main areas of focus were identified; they are (in no order of importance): relying on data-driven planning to maximize community impact and organizational health, developing young readers by improving early literacy, focusing on the family unit as a whole at all stages of life through programming and collections, continuing to build and strengthen community partnerships, bridging the “digital divide,” and continuing to build and foster a vibrant and professional staff.

As a Board we will continue working to ensure PCCLD remains a cutting edge leader and provider of library services in Pueblo, as well as the state of Colorado, today and in the years to come. This strategic plan will be the driving force in continuing our momentum onward and upward in fulfilling PCCLD’s mission of “encouraging the joy of reading, supporting lifelong learning and presenting access to information from around the world” in the next few years. Because of the efforts we make together, PCCLD will continue to be an ever stronger and healthier institution.

I thank you for your continued dedication to and support of the Pueblo City-County Library District and its mission.

Fredrick F. Quintana, J.D., August, 2015



Fredrick Quintana

Letter from the Executive Director

“Here was one place where I could find out who I was and what I was going to become. And that was the public library.”—Jerzy Kosinski

The past 10 years at the Pueblo City-County Library District have been noteworthy. The results are so remarkable this could well be a golden age for our public libraries: beginning in 2004 with the first year of operation for the signature Rawlings Library through 2009 with the expansion of the Pueblo West Library and continuing most recently with the completion of construction late last year of our three new libraries. PCCLD today consists of ten vibrant service outlets. In the recent decade, we have seen a dramatic increase in commitment to public libraries as measured by their overall utilization. More people are visiting libraries to use more books and other information resources than ever before. A strong foundation has been established for the future. We now look ahead to the coming five years. This document, *Curating Connections: Pueblo City-County Library District 2016-2020 Strategic Plan*, answers the following question about our local libraries: “What’s next?”

Beginning in the latter half of 2014, PCCLD stakeholders and members of the community-at-large engaged in a long-range planning process for our public libraries. This effort continued through the first eight months of this year. It included input from a broad range of citizens as well as library employees and professionals. We analyzed county demographics, compared PCCLD with peer libraries in the region and around the country, carefully examined library standards and trends and forecast library district revenues and expenditures. From this study, we are able to make several observations about choices for PCCLD’s future. The goal is simple. We aim to provide the best possible public library service for our local residents. The people deserve nothing less. This strategic plan will help guide us toward this outcome. The plan that follows outlines the work we will do to deliver the important civic and educational benefits the public library represents.

I am grateful to the many individuals who contributed their time, energy, and ideas to creating this plan. This is an exciting time for the Pueblo City-County Library District. I believe in PCCLD’s success now and in the future. Appreciation is deserved for those citizens of Pueblo County, Friends of the Library, leaders of the Pueblo Library Foundation, PCCLD Trustees, employees of the library district, and others who collaborated to ensure this new plan forward resonates and promises to build upon our tradition of excellence.

Jon Walker, August, 2015



Jon Walker

Executive summary

The last few years have been exciting for the Pueblo City-County Library District. From million-dollar automation projects to building three new buildings, not a month has gone by where the library has not aggressively pursued an agenda of expansion and impact. As evidenced by 2014's Key Results (see Key Results Discussion below), the metrics by which PCCLD measures its success, there has been a pattern of behavior at work that has brought the library to new levels of operational standards and use. The question is, "Where do we go from here?"

In late 2014, PCCLD began a rigorous investigation into its future. From focus groups to district-wide surveys, the library actively sought input from the public, library staff and library stakeholders as to current and future priorities for PCCLD. Without the community's support, the library would find itself hard-pressed to continue providing quality resources, spaces and services in a fast-changing, dynamic world.

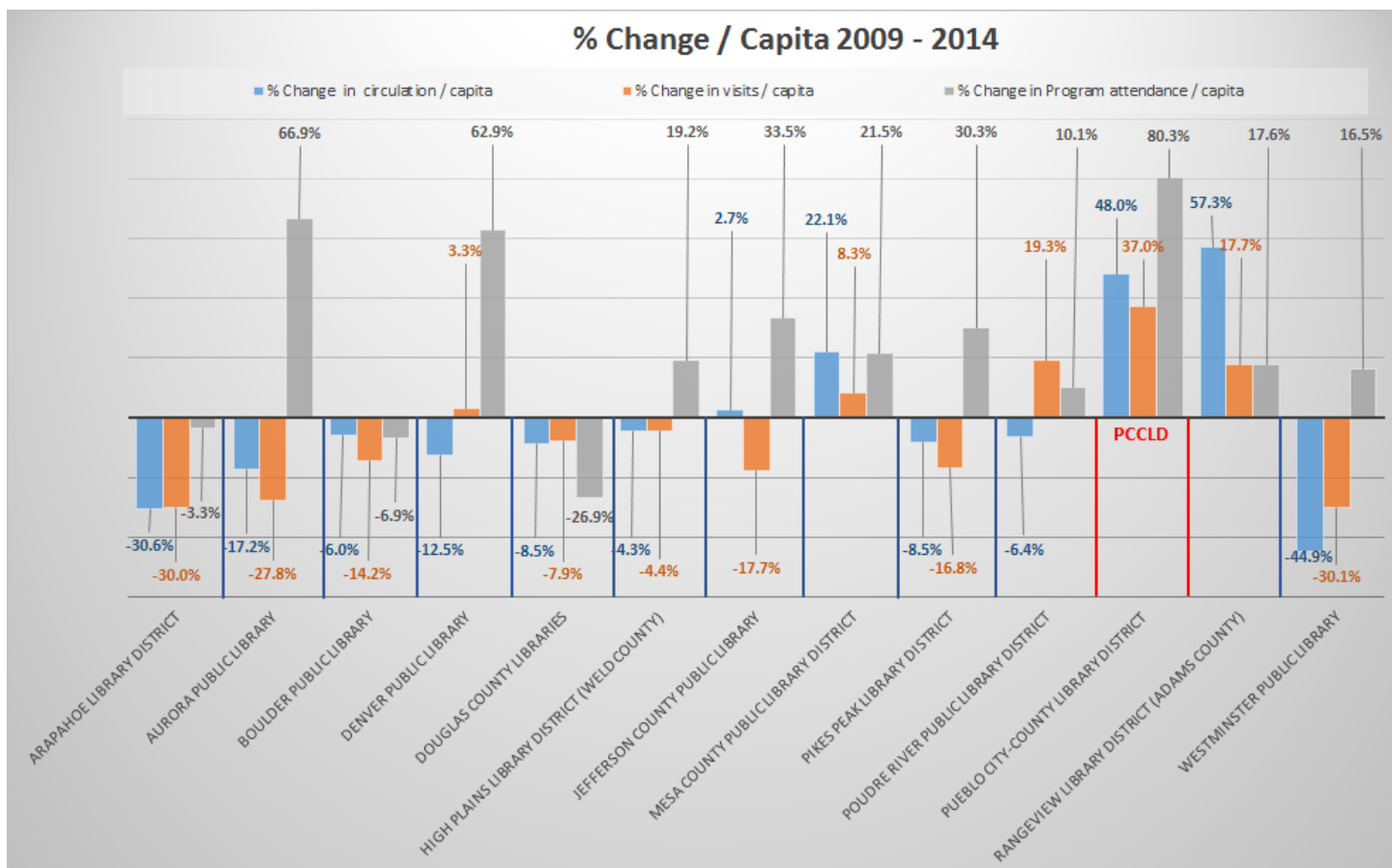
From this process emerged six themes, described below, which will become the library's strategic focus for the next five years. These themes are founded on the thoughts and labors of many individuals and reflect sentiments of connection, growth and curiosity that arose in nearly all activities the library undertook when developing this plan.

- Improving early literacy by creating young readers is a priority for the library
- Partnerships are essential to the library's continued relevance to Pueblo County
- The library will focus on the whole family at all stages of life through specific library programming and collections
- The library has a vital role in bridging the digital divide by promoting access to the Internet and providing the best current information technology
- Data-driven planning is critical to the sustainability of the library's organizational health and creates maximum community impact
- PCCLD's staff is crucial to the library successfully fulfilling its mission

These themes are the framework for the Areas of Strategic Focus detailed in this plan. The library will work within these areas with the full understanding of its mission to encourage the joy of reading, support lifelong learning and present access to information from around the world. These areas are founded on the community's needs and the expertise of library staff. They were written under the guidance of the library's board of trustees and with critical input from key stakeholders in PCCLD's effort to continue providing high-quality collections and services to Pueblo County.

The Strategic planning process

The library initiated this planning process in December 2014. Interviews with individual members of the executive team and preparation for planning began at that time. The library contracted with Richard Male and Associates to facilitate five focus groups held over two days in early March, the report for which was presented to the board of trustees at their regular meeting that month. The library then conducted a community-wide survey during April 2015. In May, library staff and stakeholders gathered at one of two facilitated retreats to share their feedback and brainstorm ideas through a guided process. Results of the research conducted for the library Trends report was presented to the board in June. At that time, the board also reviewed an updated 10-year financial forecast for the Library. Following an analysis report of community-related data during a special work session in June, the board reviewed all planning information in a collaborative session to identify strategic priorities. Individual reports documenting these efforts are included in the appendix to this plan.



Key results discussion

In 2012, the library began a project to identify specific, quantifiable metrics that would measure its performance as it worked to fulfill its mission. A rigorous review of national benchmarks for comparable libraries and a study of other ranking and rating programs led to the creation of the library's key results, four metrics designed to illustrate the library's commitment to lifelong learning through collections and programs that engage community members in reading, listening, viewing and exchanging ideas. Since that time, the library experienced significant progress toward internal goals set for each metric: circulation, program attendance, visits and digital use.

Among Colorado libraries serving populations over 100,000, PCCLD has established itself as a clear leader in these areas. In output measures such as visits per capita, circulation per capita and program attendance per capita, PCCLD is at or near the top of the rankings among the 13 peer libraries. The library is first for visits per capita in 2014, a gain of two positions from 2013. The library is also first for program attendance per capita, moving ahead from position two in 2013. PCCLD is fourth for circulation per capita, a sharp rise from ninth position last year.

Nationally, many libraries have experienced reduction in use as the economy has improved in recent years. Libraries overall have seen annual decreases in circulation per capita since 2010, an average of -1.25 percent per year. However, PCCLD has experienced an average 11.89 percent yearly gain in this measure during that same period – an average 10.15 percent increase from 2010-2013 and a 49.30 percent spike in 2014. Nationwide visits per capita peaked in fiscal year 2009, and while the average of all reporting libraries to the Public Library Data Service (PLDS) survey showed a 6.7 percent increase last year, the recent upward trend is projected to slow. Unlike other libraries, PCCLD has seen an 8.14 percent average yearly increase since fiscal year 2009, which includes a slight decrease (-5.35 percent) in fiscal year 2011 and a substantial gain (18.31 percent) in fiscal year 2013. Of the 251 libraries nationwide with legal service populations between 100,000 and 499,999 reporting to the PLDS survey, PCCLD ranks 15th for program attendance per capita. Many of the libraries listed ahead of PCCLD are in major metropolitan areas, so the library's position in this category is remarkable.

The final key result for the library, digital use, is not available for peer comparison due to a lack of national digital use tracking standards. Nonetheless, the PCCLD's locally devised digital use data tracking indicates a rapid increase in computer and online database use in recent years.



Areas of Strategic Focus

Create young readers

The library's extensive research during the strategic planning process found that the community's desire for creating young readers is very strong. From focus groups and through surveys, across ages and races, PCCLD understands that the community is committed to early childhood literacy and believes this should be a top priority for library services, partnerships, programs and collections in the future.

As it has for many years, the library recognizes significant value in encouraging the joy of reading in children. PCCLD's award-winning Summer Reading Program and annual Read Out Loud author event for elementary school children are but a few of the ways the library invests in early childhood literacy. PCCLD is well-known for its research-based storytimes and hosts an annual storytelling workshop where professionals from across Southern Colorado come to learn from and model library staff and to use PCCLD's robust collections. This year, the library was awarded a grant to participate in the Colorado State Library's Supporting Parents in Early Literacy through Libraries (SPELL) program, which allowed PCCLD to extend early childhood literacy services to four local daycares.

Library employees provide monthly storytimes and literacy kits as well as lead literacy-focused parent nights as part of the program. PCCLD will continue to develop and deliver these kinds of quality programs for Pueblo's youngest community members, wherever they may happen to be.

PCCLD's interest in creating young readers goes beyond programming to partnerships. Like the library, the Executives Partnering to Invest in Children (EPIC) Pueblo chapter identifies early childhood literacy as the most important factor contributing to school success for the children of Pueblo County. As a long-term library partner, this group is instrumental in engaging community business leaders in its quest to create healthy, kindergarten-ready children through affiliations, advocacy and programming. PCCLD's partnerships like these have gained the library national attention. In early 2015, the White House approached the library with a literacy challenge: to participate as a seminal partner in a program to provide an opportunity for every Pueblo child in school to receive a library card. As part of the Connected: library Challenge, Pueblo will become one of 30 major cities and counties across the nation taking the first steps toward creating universal library card use for public school students.

It is through partnerships with groups like EPIC Pueblo, through programs like SPELL and by participation in initiatives like Connected that the library creates opportunities for strategic growth in the area of early childhood literacy. PCCLD will strive to become the leader in creating young readers in Pueblo County by capitalizing on these established relationships and services, compounding their impact on children, as well as seek ways to grow its literacy-focused partnerships, programs and services.



A boy practices reading a story to a dog as part of the Read Dog, Read program.

Strengthen community partnerships

Individuals and institutions in the arts, education, government, the business sector, healthcare and many others have become integral to PCCLD's efforts of encouraging the love of reading, supporting lifelong learning and presenting access to information for all of Pueblo County. In the past, the library has formalized partnerships with government and schools to acknowledge the contributions all parties make when they work together. However, PCCLD acknowledges the need to systematically assess and approach potential partner agencies. Through an active partnership program, the library intends to strengthen these new and long-standing relationships through cooperative agreements that recognize each organization's role in leveraging access to library and community resources. Success of this strategic plan will in large measure come via PCCLD's ability to successfully build relationships between people and the institutions they represent.

PCCLD recognizes the significant contribution partnership-building can have on a community. The library understands its relationship with businesses, non-profits, government and schools multiplies the library's reach and impacts its key results. As such, PCCLD intends to create programs for community-based organizations' use of library services and resources. The library will also seek to build on this targeted programming by coordinating annual opportunities for organizational members to participate in community-building discussions and workshops. By gathering these organizations, PCCLD will create useful opportunities for community feedback about library services as well as establish itself as a local leader in facilitating dialogue among distinct community groups.

PCCLD has long held the belief that partnering with local organizations, connecting to companies through sponsorships and collaboration with non-profits and other government institutions are key to fulfilling its mission. Relationships with these groups and the people who lead them have impacted nearly all areas of library services, and indeed, inform nearly every Area of Strategic Focus found within this plan.

Serve the whole family at all stages of life

The library recognizes that literacy and learning, core to its mission, can take many forms. Currently, the library offers many opportunities to both children and adults seeking to become more literate. These include such efforts as weekly storytimes for young children, one-to-one mentoring for adults to practice reading and an English Language Learners program for adults that conducts classes on language acquisition and mastery.

And yet, PCCLD acknowledges it is not the sole contributor to the success of learners of all ages. During the library's focus groups, several community members spoke of the importance of family networks in the practice of literacy and learning; in fact, one theme of the focus groups suggested by the facilitators was, "Youth reading is family reading." PCCLD recognizes there may be other opportunities for cross-generational literacy programming and collections which could support caregivers and children as they strive to lead more literate lives. The library believes that family-based literacy programs are one natural extension of all parts of its mission and will seek to provide such programs to parents and caregivers in Pueblo County.

As the library endeavors to provide the best services, programs and collections to the people of Pueblo County, it recognizes the impact its spaces can have on delivery and use of library resources. PCCLD believes that providing comfortable places that are conducive to exploring, studying and working can powerfully impact the success of someone trying to read, learn, or find and use information effectively. The library will continue to maintain and improve the security and cleanliness of its facilities to ensure that all people feel welcome and excited to use their library, and ensure that customers are well served in traditional ways with highly qualified librarians and other professionals, and in more contemporary ways including the possibility of employing literacy and language instructors, technology and business experts, and social workers or counselors. In addition, PCCLD will investigate new or alternatives spaces in which people of any age can prosper in their pursuit of knowledge.

PCCLD commits considerable resources to public programming and educational and cultural events in support of lifelong learning, from within the library walls to the world beyond. From All Pueblo Reads to the launch of a weather balloon, these free and open programs for all ages bring the community together to learn, explore and share ideas. PCCLD seeks to continue providing these high-quality educational and cultural programs and events to both individuals and groups throughout the community. By providing support for family literacy, offering cultural and educational programs and events for all ages, and maintaining the library as a place to read, study and exchange ideas, PCCLD will continue to serve the whole family, at all stages of life.



A young girl listens to a story read by her father.

Bridge the digital divide

For many years, inequalities between groups of people based on economic or demographic conditions have drawn a digital line between the haves and the have-nots. When it comes to information technology, this divide can become a gaping crevasse that prevents people from having access to and being able to use the vast resources available online. Because this digital divide is significant in Pueblo County, PCCLD has worked diligently to not only provide free and open public access to cutting-edge digital collections but also provide the devices and other technology used to connect to them. The library believes that increasing the community's access to personal computing devices and free wireless Internet underscores its vision and values. As such, PCCLD will identify new areas within the community where access to wireless Internet is limited or otherwise not currently being covered by current library facilities and work to establish Wi-Fi technology access points.

In addition to this, PCCLD understands that a person can be exposed to technology and rich online resources without ever having developed the skills with which to use them well. For many years, the library has valued teaching information literacy to community members to help them effectively locate, evaluate



Andrew Bregar, PCCLD employee, explains how to use an eBook.

and effectively use information for their own betterment and growth. PCCLD has also identified key partners who share the goal of an informed citizenry, including schools, non-profits and other agencies. In its efforts to cross the divide, the library will continue to provide access to an ever-changing variety of technology and tools and will actively pursue partnerships and create programs which will build information competency for all of Pueblo County.

Bridging the digital divide by providing technology and Internet access is but one side of the issue; the other is confirming that content created via analog means is available for online use. The library's Special Collections contain a wealth of these types of materials, many with historical and cultural significance to Pueblo County's growing Hispanic community. PCCLD's Special Collections has also partnered with local churches, government and non-profit organizations to provide preservation and archival expertise as they evaluate their own historical materials, many of which remain inaccessible to the public at large. At this time, the library believes that the legacy of the people of Pueblo County is unlikely to be transferred to digital formats by commercial agencies. PCCLD thusly accepts the honor and challenge of preserving and providing access to this content for the community.



Members of the Pueblo community use the library to host numerous events such as this honoring Chicano activist.

As the city librarian of San Francisco Luis Herrera writes, “[Technology] is a tool, not the end of our mission. We have used it to advance access to information and resources. Technology is an ally for accessibility.” In an increasingly complex technological age, relationships with others are key to true accessibility. Makerspaces, common areas for sharing ideas and learning from peers about making things, are one of the ways in which people and technology can come together. The library's Idea Factory is an example of a makerspace, equipped with powerful computers, 3D printers, virtual reality gaming technology and other tools to which the community may not otherwise have ready access. While making and makerspaces can focus on a variety of topics, from computer programming to crocheting, they share a common element: learning by doing. PCCLD will continue to push the maker movement forward in response to community interests with the intention of supporting lifelong learning and narrowing the digital divide for all of Pueblo County.

Data-driven planning

PCCLD believes that using objective evidence from reliable sources is critical to understanding the needs of the community. As it has in the past, the library employed several data analysis tools as part of the planning process, including Geographic Information Systems (GIS) and public technology assessments. While PCCLD recognizes the power of data in its decision-making, the library highly values the privacy of individual citizens of Pueblo County. In making use of data for planning and reporting for all purposes, PCCLD closely adheres to its own privacy policy, the laws that govern all libraries in Colorado in the Colorado Revised Statutes and to the ethics of the library profession.

When looking at data from GIS tools and from the U.S. Census and the American Community Survey, as well as research from previous planning efforts, the library identified two opportunities for expanding library services in Pueblo County. The area north of Highway 50 and west of Interstate 25, which incorporates the community known as Eagleridge and the north side of Pueblo West, is not only one of the top five growing areas in Pueblo County but also contains substantially growing numbers of children ages 0 to 9. In addition, the area Southeast of Pueblo Boulevard and Highway 50 extending to the Arkansas River, commonly known as Pueblo's West Side, is currently underserved by the size and scale of the Library at the Y location near the intersection of Highway 50 and Pueblo Boulevard. The library believes that this part of the community may benefit from closer proximity to library facilities and resources, as has been evident by the overwhelming success of the new Patrick A. Lucero Library on the city's East Side. The library will seek to investigate these areas for expansion of library services through new or repurposed facilities as appropriate to each community and its residents. Beyond the consideration for new facilities, PCCLD will also monitor both the Lucero and Barkman libraries for possible expansion due to extremely high use of these service points within the organization.

The library is committed to continuing this practice of evidence-based planning. In recent years, PCCLD has focused on key result outputs, including the number of items checked out, visits, program attendance and use of digital resources. The library will now begin to redirect attention from such outputs to outcomes, including outcomes for the goals discussed elsewhere in this document: creating young readers, strengthening community partnerships, serving the whole family at all stages of life, and bridging the digital divide. PCCLD acknowledges that many libraries as well as the Public Library Association (PLA) are developing tools that allow them to assess the outcomes of their services and programs and determine their contributions to the success of their communities. To allow PCCLD to be on the emerging edge of this important new performance measurement trend, the library will participate in PLA's current initiative *Project Outcome: Measuring the True Impact of Public Libraries* or other similar efforts. Concurrently, the library will continue to track key results in the traditional areas of circulation, gate count, program and event attendance and digital use. PCCLD will seek to create a central repository for this library-generated data to encourage more flexible and meaningful statistical analysis and planning in the future.

In its effort to assess its current operations, the library utilized standards and best practices tools for public libraries in addition to statistical data. These included the Edge benchmarking tool, the Digital Inclusion Survey and the Colorado Public Library Standards, which allowed the library to compare itself against peer libraries across the country and within the state. As a result of this analysis, PCCLD found that public library best practices include the creation of a marketing plan in support of a public relations program that reflects community needs. The library may evaluate these needs through an annual survey which can determine the effectiveness of library services and their potential impact on Pueblo County. PCCLD will also work to conduct periodic assessment of the community's interests and will regularly solicit the community's feedback on library services, programs and collections.

The library recognizes that accountability in operational performance directly impacts organizational capacity and sustainability of library services in the future. Further, PCCLD understands that data produced by all functional areas of the library can be useful in determining how each area contributes to the overall success of the library in meeting its mission. The library will work to identify specific benchmarks for accountability and performance for these areas as appropriate to the nature of their work in support of the library's ongoing effort to remain a healthy, thriving organization.

Life-long Learning begins with staff

Aristotle said, "The whole is greater than the sum of its parts." This was true for the ancient Greeks and it is true of the library today. The term "synergy" comes from the Greek for "working together," and its presence in the research and results of the library's strategic planning process has considerable impact on the PCCLD's next chapter.

When library stakeholders gathered for a planning retreat, they identified synergy of staff and service as a vital component of the library today and far into the future. The library board of trustees also noted, in a later facilitated gathering, that they value the role high-quality staff plays in the success of the library. PCCLD will continue to attract and retain employees of the highest caliber in its effort to be a vibrant, community-leading organization and will seek to compete for this talent locally, regionally and nationally, as appropriate to the needs of both the library and the community.

PCCLD also recognizes the value in "growing its own" and has established a Career Pathing program for employees interested in pursuing ongoing development in librarianship or other fields of value to the library's mission. PCCLD will continue to support staff as they model life-long learning strategies in their community through participation in this program. The library will further inspire staff by developing an internal campaign that encourages ongoing on-the-job development and training and recognizes those who continue their personal quests for knowledge, regardless of the method or institution chosen. In these ways, PCCLD will remain a center of professional excellence by creating world-class career opportunities for the people of Pueblo County.

As evidenced by a recent peer comparison, the library could not continue its recent phenomenal performance without actively maintaining a competitive marketplace within which staff can thrive. Through ongoing evaluation of organizational structure, and by conducting periodic salary surveys and assessments of employee job descriptions and benefits packages, PCCLD will become the library of the future the employees and board of trustees envision it to be.

Next steps

The results of the 2015 planning process demonstrate the library's deep connections to the community and its strong commitment to its mission. The appendices to this plan reflect the extent of the library's interest in information during the process and include reports on demographics and related statistics, community and employee feedback and trends in the library profession. These reports, in addition to interviews with key library stakeholders, are the basis for the development of six themes that will strategically focus the library's work going forward.

Improving early literacy by creating young readers is a priority for the library. PCCLD will expand library resources and services targeted to Pueblo County's youngest citizens.

Partnerships are essential to the library's continued relevance to Pueblo County. PCCLD will coordinate and collaborate with strategic partners to meet shared goals related to the library's mission.

The library will focus on the whole family through specific library programming and collections. PCCLD will broaden the reach of services and collections appropriate to all aspects of family life.

The library has a vital role in bridging the digital divide by promoting access to the Internet and providing the best current information technology. PCCLD will reinvest in its motto, "Books and Beyond," with particular emphasis on wireless technology and other information technologies yet to come.

Data-driven planning is critical to the sustainability of the library's organizational health and creates maximum community impact. PCCLD will use statistical and data analysis to drive ongoing planning, strategic thinking, and develop new and specific outcomes-based objectives.

The library's staff is crucial to the library successfully fulfilling its mission. PCCLD will capitalize on the learning skills and expertise of employees and invest in their ongoing career development.

The Areas of Strategic Focus documented in this plan will be integrated into the library’s annual planning process. They will also be shaped by the library’s 10-year financial forecast, which predicts limited additional revenue. PCCLD realizes this may require reallocation of the library’s existing funds or an investigation of additional funding, through an increased mill levy and/or other revenue sources.

PCCLD has experienced incredible growth in recent years, both by the numbers and by the number of buildings. The services, programs and collections the library offers are in high demand by the people of Pueblo County. While continuing this trend of rapid growth may be unfeasible in the coming years, the library will consider ways to maintain and possibly grow the levels of circulation, program attendance, visits and digital use which indicate that the community values what the library provides.

Moving forward, the library will both guide and be driven by its relationship with the community, and will remain vigilant regarding how Pueblo County changes and grows. While the world sees continued acceleration in the innovation of digital technologies, PCCLD will consider ways to balance collections, programs and services in light of community needs. The library will also undertake efforts to bridge the digital divide and remove the barriers it creates to accessing information, services and reading materials. Through strategic partnerships that leverage collective impact on lifelong learning, PCCLD will find itself in line with national trends toward sustainable futures. The library will continue to explore ways in which its spaces and services may adapt and grow to meet the evolving needs of the people it serves. As PCCLD looks forward to the future, these efforts will ensure the library’s continual evolution and its sustainability for the long term.

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A separate booklet of Appendices to the Strategic Plan accompany this document.

