

GROWING COMMUNITY PARTNERSHIPS

The 2021-2025 Strategic Plan
for the Pueblo City-County Library District



JANUARY 2021

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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

Though 2020 was certainly an atypical year for our district, our community, and our world, every member of our Pueblo City-County Library District team pulled together to keep our library system a beacon of hope for our community during a time of great uncertainty. Though it may have been easier to chalk the year up as a loss or



Board President
Fredrick Quintana

to simply do enough to get through the year, our team worked tirelessly to not only keep PCCLD's forward momentum going but also build a brighter and more innovative vision of the future of library services in Pueblo County.

It is with great excitement that I help to introduce Growing Community Partnerships, PCCLD's 2021-2025 strategic plan. In building on the strengths and continued success of our District this plan will focus on building our community; a community who overwhelmingly supported a new mill levy to keep our district forward and on the cutting edge of library science. Because our focus is on our community we relied heavily on

your input throughout this process and I believe you helped us create a wonderful vision of our future.

Growing Community Partnerships focuses on several key areas including access to services, embracing cultural and diverse opportunities, encouraging lifelong learning, and fostering economic and workforce development. These are a few of the focus areas for the coming years but every aspect in this plan is intended to build a stronger community that is well prepared to positively impact our community as well as the world. The future is bright for our Library and for our community and I am grateful to be a part of it.

PCCLD'S NEXT CHAPTER

When in doubt, go to the library. — J. K. Rowling

Recent years at the Pueblo City-County Library District (PCCLD) have been among the institution's most notable ever. PCCLD now is recognized as a member of an elite



Jon Walker

group of the best public libraries in the nation. One demonstration of this is PCCLD's recent selection as a 2020 Library Journal Five Star Library, a highly coveted designation by library professionals that places PCCLD in the top one percent when compared with other libraries from across the nation. It is further

shown when county voters endorsed increasing PCCLD's general mill levy in late 2019 to ensure strong services well into the future. We now look ahead with this document to PCCLD's next chapter upcoming in the years 2021-2025.

During 2020, we completed a planning process to map out the coming years for local library service. This effort included input from a broad range of citizens and library stakeholders via focus groups, community polling, and other activities. We analyzed community demographics, compared PCCLD with peer libraries from around the nation, carefully examined library standards and trends, and analyzed PCCLD assets and resources. From this study, we made several observations about choices for PCCLD's future. Our goal remains straight forward. We are dedicated to providing

the best possible public library service for our community. This is the fundamental principle underlying everything in this planning document. This strategic plan outlines our future work to deliver the important civic and educational benefits promised by a great public library.

I write with deep appreciation to the many individuals who contributed the abundant time, energy, and effort that went into this planning document. PCCLD has a rich track record of success and this work here sets out a bold future for the institution. I especially wish to thank the citizens of Pueblo County, the Friends of the Pueblo Library and the Pueblo Library Foundation, the PCCLD Board of Trustees, employees of the library district, and many others who contributed to this project to help ensure our next chapter is our best, yet.

INTRODUCTION

In this document the Pueblo City-County Library District (PCCLD) is revealing its fresh look into the library's long-range future. This arises as 2020 marked the end of PCCLD's prior five-year strategic plan entitled Curating Connections: Pueblo City-County Library District 2016-2020 Strategic Planning Initiative. The recent five years were successful for the library. This was specially demonstrated when Pueblo County library ballot measure 6B passed in November 2019 with significant local voter support. It is notable that the theme of this election campaign centered around PCCLD's track record of success. The ringing voter endorsement for PCCLD produced this desirable outcome: a 0.6 mill levy increase to help fund library services and building improvements on an ongoing basis throughout Pueblo County. The new funding, when added to the existing 5.25 annual mill levy, will serve to sustain

for years to come these robust library services and assets promised by PCCLD to the community:

- Developing special programs for kids that help them read, learn to think and be entertained in a positive, productive way
- Ensuring our libraries continue to be a community gathering space, open to everyone at no charge, providing a place to go and read or use free internet service
- Adding even more of the newest best-selling and classic books and movies available for free to the public
- Providing increased services to the aging population
- Evolving with new technology such as offering e-books, movies and audio books that can be downloaded for free on a smart phone or electronic reading device

- Refreshing and renovating our libraries to maintain them as comfortable spaces for reading, studying and learning.

These pronouncements serve as an important basis for PCCLD in completing subsequent action steps for the new 2021-2025 strategic plan. The District looked outward during this process by surveying our community's needs to construct a plan that aligns library resources with these needs. It is our desire to provide the best possible public library service for the community and to ensure an outstanding return on the investment citizens make in their public library. Our planning process allowed us to gather critical data and information regarding benchmarking, stakeholder feedback, industry trends, organizational assets, and community needs. The results have been synthesized into a new five-year strategic plan to guide PCCLD successfully into the future.

FIVE-STAR LIBRARY STATUS

Pueblo City-County Library District earned the distinction of Five Star Library status for 2020 by the *Library Journal*. PCCLD has received the status of being a Star Library for five consecutive years. The award for 2020 was the first time for PCCLD to receive top status.

The *Library Journal* Index of Public Library Service was created to recognize and promote excellent public libraries in America. A total of 5,608 U.S. public libraries qualified to be rated in the index, 262 of which were named Star Libraries. PCCLD is one of only 85 libraries to be awarded Five Star Status.

To be a Star Library, each library is rated across seven per capita measures: circulation, items checked out



Pueblo West Librarian Rachel Salazar reading a story during a Jammie Storytime livestream.

electronically, visits, program attendance, public computer users, Wi-Fi sessions and database usage. The data is reviewed and rated against peer libraries; PCCLD rated highest in program attendance and Wi-Fi usage.

AMERICA'S **STAR** LIBRARIES
PUEBLO CITY-COUNTY LIBRARY DISTRICT
★★★★★
FIVE-STAR LIBRARY

THE *LJ* INDEX OF PUBLIC LIBRARY SERVICE 2020

THE 2021-2025 STRATEGIC PLANNING PROCESS

The library initiated a strategic planning process in 2020. Activity was delayed until mid-year due to the impact of closing library locations in response to the consequences of the unprecedented COVID-19 public health crisis. In June 2020, the strategic planning team was assembled and an action plan was launched. The project was managed by Sherri Baca, PCCLD's Associate Executive Director. The effort included issuing two requests for proposals (RFPs). One RFP was for facilitation of community focus groups, a library employee focus group, and a leadership and governance retreat. The consulting firm Joining Vision & Action was chosen from a group of 17 proposals to lead focus groups and internal stakeholder meetings. A second RFP was issued for a quantitative scientific poll. Research and Polling, Inc., was engaged to poll adult residents in Pueblo County about perceptions of local libraries. Other important steps in the planning process included individual PCCLD administrators overseeing



workgroups to complete research and compile reports on library trends, emerging information technologies, community demographic and economic data, library benchmarks and measures, and organizational strengths, weaknesses, opportunities, and threats. Colorado Library Standards also were reviewed. Results of these efforts were reported to the library board of trustees

in November 2020 and incorporated into the document presented here. The plan is subject to library trustee approval. Full reports documenting these efforts are included in the appendices to this plan. What follows here is a summation of the reports, findings and conclusions, and recommended strategic areas of focus for PCCLD for the upcoming years 2021-2025.

COMMUNITY POLL

A poll was conducted that included a random sample of 300 adult residents in Pueblo County who were interviewed by telephone. A 95% confidence level provided a maximum margin of error of approximately 5.7%. In theory, in 95 out of 100 cases, the results based on a sample of 300 will differ by no more than 5.7 percentage points in either direction from what would have been obtained by interviewing all adult residents in Pueblo County. This poll assessed library user satisfaction concerning various aspects of PCCLD and measured awareness of library services among non-users of the library.

PCCLD discovered that the citizens of Pueblo County hold favorable views about the library district. PCCLD is held in high regard by county residents with 89% stating it is critical to have access to a comprehensive local public library. Over one-quarter (28%) mention the selection of books as most important followed by children's programs (19%) and internet access (18%). Ninety-three percent say

they value the library offering computer and Internet usage. Seventy-four percent value the library as a place for homework and research. Seventy-three percent say they have visited a library location in the past three years although awareness of library collections ranges from 22% (streaming music) to 78% (books). Overall satisfaction with library facility cleanliness and maintenance is high (94%) and overall rating of library staff is excellent or very good (94%).

Among non-users who have not visited a library location in the past three years nor used the PCCLD website, 75% are aware that PCCLD offers books and 73% are aware that children's materials and services are offered. A majority of those who are unaware of PCCLD's collections state they are unlikely to use these collections in the future, which is a good opportunity to educate and attract non-users to the library.

In regard to overall satisfaction, 83% of respondents state they are very satisfied

or satisfied with PCCLD. Females (64%), Hispanics (64%), residents 65 years or older (62%) and those with a library card or whom have a household member with a library card (60%) are more likely to be very satisfied with PCCLD. There was some feedback as to how PCCLD can be better, however, 39% of respondents stated there was "no way in particular" for PCCLD to improve. With regard to library locations, 84% of respondents are satisfied overall with 39% favoring a new location north of Highway 50 near Interstate 25 and 34% preferring a new library north of Highway 50 in the Pueblo West community.

With this data in mind, it is easy to conclude that PCCLD has done a great job in reaching the community with quality library services. PCCLD continues to be recognized nationally and in Colorado as a high-performing library as measured by key results including the number of books and other materials circulated, library visits, program participation, and digital use.

FOCUS GROUPS

Focus groups were facilitated with external community stakeholders representing library users, donors, and community leaders as well as with internal stakeholders represented by trustees, auxiliary group board members from the Friends of the Pueblo Library and the Pueblo Library Foundation, and library staff. Several themes emerged from these discussions:

- Library strengths include staff, “look and feel” of locations, meeting spaces, community partners and

relationships, core users, children’s programming, special collections and archive services, online resources, accessibility, programming options, and innovation.

- Opportunities for library Improvement include community awareness of services, changes to hours or scheduling, expanding makerspaces, maintaining the traditional library feel while striving to be a modern library, as well as teen and adult services.

- Community strengths include cultural diversity, collaborative efforts, a sense of community, and available services and amenities.
- Community needs and opportunities for improvement or intervention include employment and economic stability, safe places for youth, early childhood and secondary education, access to technology, homelessness, mental health, transportation and mobility, and food insecurity.

RESEARCH AND DATA GATHERING

PCCLD administrator-led workgroups unearthed a rich mix of information regarding the current and future trends of the library sector along with information about opportunities for PCCLD.

The research conducted by the Library Trends workgroup points to the future of library services focusing on bridging the digital divide, addressing information literacy needs, and meeting the growing digital needs exhibited by savvy information users wielding smart devices—users who have increasing wireless expectations, rising demand for streaming services, user-created content, and online learning. Other key trends include emergent literacy, looking outward to determine priorities, collections and programming, establishing entrepreneurial hubs that promote economic development, supporting lifelong learning for all, community resiliency centers that wrap human services around patron needs, and promoting equity, diversity, and inclusion. By incorporating these trends, libraries can lead with technology, create innovative partnerships, and ultimately meet the evolving needs of our community.

The Emerging Technology analysis brought to light the opportunities offered by technological advances in the areas of hyperautomation when businesses use technology to automate tasks through artificial intelligence (AI) and machine learning (ML), the empowered edge that incorporates Internet-linked smart devices that expand IT networks and



smart environments, multiexperience environments that incorporate multisensory and multitouchpoint devices and interfaces, distributed cloud computing that blends onsite and offsite network infrastructure and services, and autonomous things that incorporate AI and operate in the cloud leading to increased connectivity with other autonomous devices (examples include small drones and autonomous cars). As information organizations, libraries must invest in relevant emerging technology to enhance key business processes from the provision of services to the tools and skills needed by the library patron to be digitally literate and connected.

The Internal and External Data workgroup provided detailed economic and demographic data for Pueblo County. Pueblo County is a high-need community with a diverse population. The United States Census Bureau reports that 52% identify as white alone, 43%

identify as Hispanic or Latino, and nearly 5% identify as an ethnicity other than white or Hispanic/Latino. Of the 170,798 people living in Pueblo County, 89.4% are high school (or equivalent) graduates and 22% have a bachelor’s degree. In 2018, the median household income of Pueblo County residents was \$48,942, which is significantly below the national household income of \$61,937, and 17.2% of Pueblo County residents live in poverty, which is clearly above the national poverty rate of 11.8%. Nearly one-third of Pueblo County residents are under 18 years of age.

As noted in the appendix Community Data Review, Pueblo’s economy has seen times of turbulence but was making strides pre-pandemic. Unemployment has jumped threefold since the onset of the public health crisis in 2020 with service industries taking the hardest hit. Demographic tapestry segments point [SEE RESEARCH, PAGE 8](#)

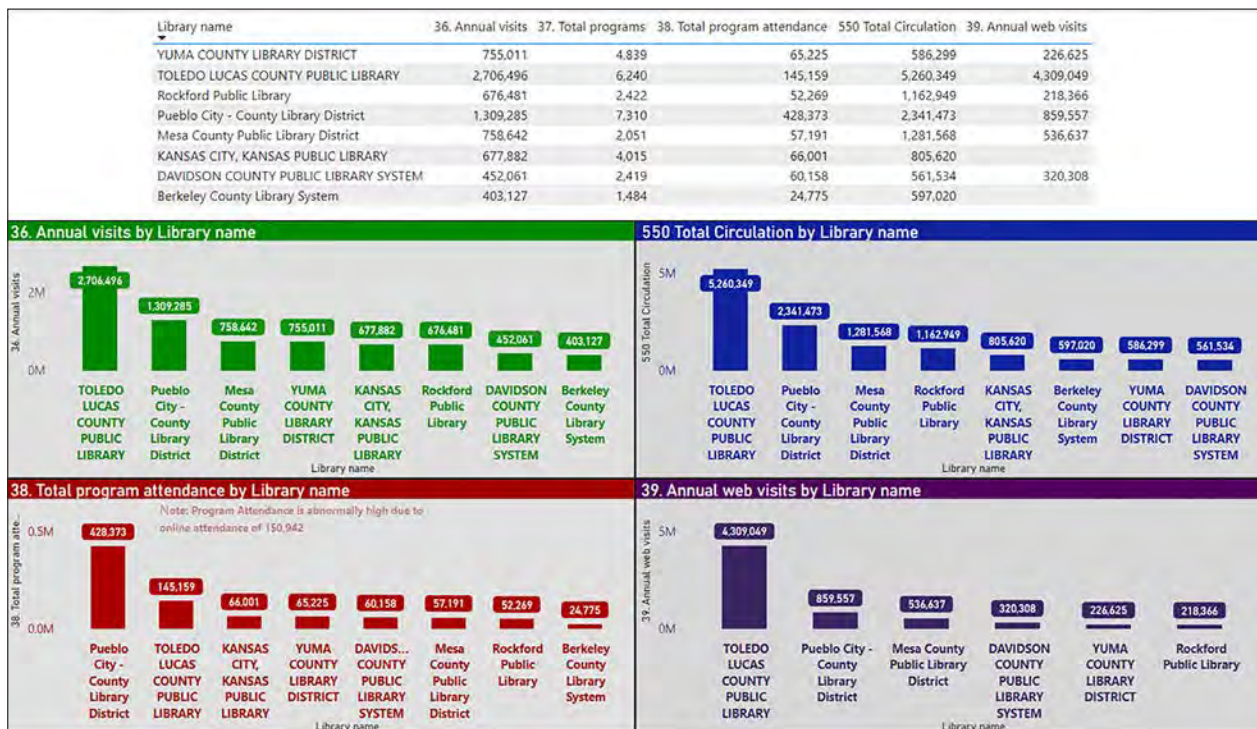
COLORADO PUBLIC LIBRARY STANDARDS

Colorado Public Library Standards were updated in 2016 by the Colorado State Library and are found in the appendices to this strategic plan. In considering these standards, PCCLD aligns well with the principles and practices set forth to measure a library's success in fulfilling its mission and role in the community, with the following notable observations: PCCLD maintains an up-to-date, relevant, and useful library collection of materials that improve the quality of life of individuals seeking and using this information—PCCLD is budgeted to spend \$1,386,900 on library materials in 2021 or \$8.12 per capita. PCCLD fosters community engagement through careful

planning and delivery of appealing programs and events, partnering with other community organizations on projects that promote the well-being of the community, and maintaining advocacy and outreach through affiliated organizations such as the Pueblo Library Foundation and the Friends of the Pueblo Library. PCCLD maintains welcoming and well-equipped facilities as part of its mission—this is accomplished through long-range planning, continual asset replacement, and building and equipment maintenance. The provision of outstanding and impactful financial strength, staffing, technology, governance, public relations, planning,

and resource sharing also are key standards that PCCLD holds as priorities and leverages for its success. Receiving the prestigious National Medal for Museum and Library Service awarded to PCCLD by the IMLS in 2018 evidences PCCLD's commitment to excellence and its significant and exceptional contributions to our community—PCCLD is a recognized leader among peer libraries nationally. This is alongside PCCLD's receipt of Library Journal's renowned Star Library award annually in 2016, 2017, 2018, 2019, and 2020 which places the local public library among the top three percent of all public libraries in the United States.

RESEARCH, CONTINUED FROM PAGE 7



to a majority of Pueblo's population falling into the profiles of retirees on a fixed income, young families, new homeowners, and hardworking consumers with modest incomes.

Internal Library Data points to a multi-year mix of outcomes for key results. This includes a decline in the circulation of library materials, a slight decline in library district visits, growth in program attendance, a significant increase in computer use, and meeting room attendance holding steady during the past five years before COVID-19 caused intermittent closure of library facilities to

the public in 2020.

In considering Library Peers, PCCLD compares well nationally with regard to operating measures. Data from 2017-2019 provided by the Institute of Museum and Library Services and Esri demographic research indicates that PCCLD aligns with nine other libraries with respect to demographic profiles—these libraries are located in Davidson, NC; Grand Junction, CO; Union City, NC; Berkeley, SC; Rockford, IL; Toledo, OH, and Yuma, AZ. Pueblo is fourth from the bottom with respect to population, second in population under the age 18,

and fourth from the top with regard to poverty rate. Key result metrics show that PCCLD performs well with respect to its peers and outperforms all but Toledo Lucas County Public Library in the areas of visits, circulation and web visits. It is notable that the Toledo Lucas County Library serves a population 38% larger than Pueblo yet it has an operating budget 360% larger than PCCLD.

It is important for PCCLD to continue to focus on key results—circulation, visits, program attendance, and digital use—in the coming five years in order to track and demonstrate community impact.

LIBRARY RESOURCES

In analyzing library resources, it is found that PCCLD’s financial forecasting enables the organization to set critical long-term initiatives (such as the Facility Master Plan to refresh libraries; this plan can be found at <http://www.pueblolibrary.org/sites/default/files/pdf/PCCLDLibraryFacilitiesMasterVisionPlans.pdf>) in order to allocate library resources effectively through budgeting and prudent fiscal management and to provide library services that satisfy the

needs of library users. In PCCLD’s ten-year financial projection, located in the appendices for this strategic plan, the library’s ability to continue providing excellent materials and services is evidenced in the long-term strength of its combined fund balance. Over the next ten years, PCCLD is well-positioned to fulfill its eighteen-million dollar Facility Master Plan refresh of library facilities, maintain purchases of new library materials at more than 15% of total

annual operating expenditures, continue optimal staffing levels, and provide for asset replacement over time. Unassigned fund balance as a percent of total annual operating expenditures remains above the board directed policy threshold of 20% and debt service as a percentage of annual revenue remains below 10%. This forward-looking planning ensures that PCCLD will meet its strategic and operating objectives while maintaining fiscal independence and strength.

AREAS OF STRATEGIC FOCUS

Key themes emerged from PCCLD’s planning process. These are described below and will serve as the library’s strategic areas of focus for the next five years 2021-2025. They are founded upon the input and work of many individuals, and reflect the

priorities that emerged from the planning process. These will guide PCCLD to future success in alignment with the library’s vision, mission, and resource allocations to help provide the best possible library service to the community.

Access to Services—Inside and Outside of the Library

Library patron access to information, services, and materials is a critical component of PCCLD’s mission as a public library. PCCLD is committed to improving access to these and finding innovative ways to measure and fulfill the library needs to the community. PCCLD will seek to:



- Provide a high-quality, current and diverse collection of books; digital and other library materials to meet the educational, reading, viewing, and listening desires of all local citizens
- Evaluate library hours and locations to achieve an optimal mix of access to library materials, programs, and facilities
- Consider the impact of local transportation, and partner with municipal and civic entities to improve accessibility to libraries
- Present current and responsive mobile and online library services to reach patrons outside of library walls

- Partner with local human service agencies to support public access to critical services such as food banks, healthcare, and workforce development
- Offer increased services to the aging population
- Complete the Facility Master Plan to refresh and renovate libraries to maintain them as comfortable spaces for reading, studying, and learning
- Invest in the necessary facilities, equipment, resources, and staff to improve access to library services including an additional service point west of Interstate 25 and north of Highway 50

Culture and Diversity—Embracing Opportunities

Pueblo County is a community with a tapestry of rich cultural heritage encompassing a spirit of diversity, hard work, collaboration, and innovation. It is with this in mind that PCCLD strives to embrace opportunities to celebrate local cultures, to include individuals of all skill levels and physical abilities, and to enrich established partnerships and collaborations through the following activities and initiatives:

- Promote equity, diversity, and inclusion in library collections, programming, and workforce
- Partner and collaborate with community organizations to bring a mixture of meaningful arts and cultural events, exhibits, and programs to the library
- Offer celebrations, programs, and events with special emphasis on the community’s rich and varied cultural heritage

- Enhance recruitment and retention efforts to employ a heterogeneous and inclusive workforce at the library
- Train staff on service models and practices in support of diversity, equity, and inclusion
- Evaluate and improve library materials, equipment, and services for all ranges of physical and developmental abilities

Education—Encouraging Lifelong Learning

PCCLD is a learning institution seeking to support and encourage lifelong learning and literacy for all ages and abilities. In this endeavor, PCCLD will:



- Promote and support literacy and the joy of reading for all ages from birth through senior years.
- Expand collaboration and services to childcare centers and other children's networks and groups through on-site, mobile, and virtual programs and services
- Partner with higher education to expand services for students
- Create stronger relationships with K-12 schools and home-schooled students to enhance their curriculum
- Support families and provide safe spaces for youth to gather, learn, and receive tutoring
- Enhance outreach to youth and parents to support their needs and raise awareness of library services and programs
- Focus on adult learning

Employment—Fostering Economic and Workforce Development

PCCLD provides educational and cultural programs and services intending to be a sphere of support and engagement for the local community and region to foster economic development and workforce readiness through the following activities:



- Offer workforce development opportunities such as job fairs, educational resources, and partnerships with community organizations serving the local job market
- Foster the tools necessary to develop a workforce pipeline helping people of all ages to learn, train, and develop skills necessary to acquire a job
- Collaborate with the business community and chamber organizations to assist with growing and sustaining the local workforce talent pool
- Serve as a hub for employment data and job postings, and a connector between employers and job seekers
- Provide workforce development via makerspace learning and activities
- Hire a business librarian to augment economic development and job-readiness activities
- Evaluate and improve efforts to provide adult-learning opportunities including, but not limited to, Colorado Online High School, Social-Emotional Learning activities, English as a second language programs, adult literacy support, and making or learning-by-doing
- Measure programs, services, and training offered for economic development and job creation; make data-driven decisions to allocate resources; share outcome measures with community groups and stakeholders interested in and supporting economic development and job creation

Internal Capacity—Growing from Within

PCCLD seeks to plan well. This is evident by its multitude of governing documents including a Facility Master Plan, a Library Asset Replacement Plan, a 10-Year Financial Projection, an Annual Plan, and a Strategic Plan. Internal capacity is PCCLD's greatest asset to leverage its ability to meet the community's library needs. Through careful planning and proper alignment of resources with needs, PCCLD intends to achieve strategic goals. PCCLD seeks to evaluate and initiate the following activities to bring about desired outcomes:

- Create a training and development vision and strategy to improve staff skills, abilities, and knowledge with emphasis on building capacity for future librarians and managers
- Evaluate and improve PCCLD University as a key component of the training strategy
- Collaborate between library branches to strengthen district-wide efforts, achieve consistency, and improve the customer experience
- Promote and improve cross-training and knowledge sharing among library departments and branches
- Tailor services to communities served by library branches
- Emphasize hybrid delivery of library-sponsored cultural and educational programs by combining in-person events with virtual and on-demand
- Survey stakeholders, library patrons, and community members regularly to solicit feedback on needs, wants, and interests with the intent to allocate resources to priority areas, engage new and less frequent users of the library, and improve key results including circulation, program attendance, visits, and digital use
- Update the Annual Plan and Budget, Facility Master Plan, and 10-year financial projection to reflect emphasis on key deliverables and outcomes

Marketing and Outreach—Increasing Awareness of Library Services

As evidenced in the quantitative poll conducted, there is opportunity to increase awareness of library collections and services. With this in mind PCCLD will strive to:

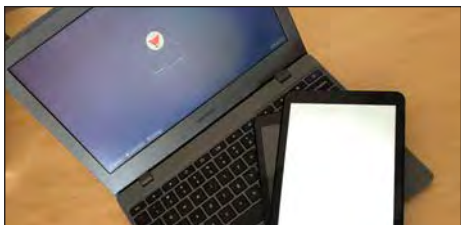


- Focus on collections of print materials that will increase circulation by targeting resources and what resonates with community needs, providing high-quality materials, and leveraging staff expertise in promoting library collections with the public
- Hire professional subject specialists at the Rawlings main library—including librarians for reference, readers' advisory, business, etc.
- Promote library materials, events, and programs to improve community awareness of library offerings

- Leverage library super-users as community advocates
- Participate in state, regional, and community initiatives to highlight Pueblo and to promote and enhance library services
- Seek stakeholder feedback regularly to guide resource allocation and annual plan goals
- Strengthen internal cross-promotion to improve key results (example: boost circulation through promotion of library materials at library programs and events)

Technology—Increasing Digital Access

Improving digital literacy and equity of information access are critical goals of the public library. These are achieved through effective planning and allocation of resources plus a keen awareness of community needs. It is PCCLD's intent to improve access to useful technology through, but not limited to, the following activities:



- Continue and expand partnerships with local organizations seeking to improve digital equity and access (examples: hotspots, laptops, tablets, etc.)
- Support national, state, and regional efforts to expand broadband access in the local community
- Continually train staff on new and existing technology so that they can assist the public in utilizing information technology resources
- Equip meeting rooms with virtual capabilities to enable distance meetings and remote learning

- Expand branch technology offerings to serve the unique needs of patrons—career readiness, makerspace learning, digital resources, etc.
- Increase training offered to patrons in digital literacy to improve their knowledge and abilities
- Support collecting and curating local history, preservation, and digital archives (examples: self-publishing, reference work, sustainable environmental management of archives space, etc.)

NEXT STEPS

These areas of strategic focus are intended to provide a framework to inform activities for PCCLD over the next five years and will serve to help direct resource allocations.

Strategic planning guides PCCLD's efforts and helps to ensure fidelity to the vision, mission, and cultural beliefs of the institution. The Areas of Strategic Focus documented in this plan will be integrated into the library's annual planning process. They also will be shaped by the library's 10-year financial forecast, which predicts annual revenue, and similarly the library's Facility Master Plan, a multi-year effort to refresh all local libraries. PCCLD realizes that proper

budgeting and forecasting will enable the library to set and accomplish its goals within the funding set forth for library services in Pueblo County.

Moving forward, the library will both guide and be driven by its relationship with the community, and the institution will remain responsive to the changes and opportunities for improving the quality of life in Pueblo County. 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. It is a distinct privilege to synthesize these planning activities into the creation of a multi-faceted,

dynamic 2021-2025 strategic plan. This will guide governance, policymaking, budgeting, annual goals, staff priorities, library design and renovation, library collection development, information access, and support for lifelong learning. With such a broad swath of the community to reach, it is easy to allow mission creep to occur that stretches staff bandwidth and resources and dilutes the central mission of the library. We are committed to doing what we do best as a public library. Overall, PCCLD strives to remain committed to its core mission of offering exceptional library services by supporting free and open access to information, lifelong learning and literacy.

ACKNOWLEDGEMENTS

The following groups and individuals contributed to the development of the Pueblo City-County Library District's 2021 strategic plan:

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